EFFECT OF FINANCIAL AND NON-FINANCIAL INCENTIVES, ORGANISATIONAL CULTURE AND
LEADERSHIP STYLES ON EMPLOYEE MOTIVATION AND HOW THE IMPACT INFLUENCE THE
PERFORMANCE OF EMPLOYEES: EMPIRICAL EVIDENCE FROM THE NIGERIAN PUBLIC
SECTOR

By
HENRY ADEYEMI ALUKO

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SUPERVISOR               DIRECTOR OF STUDIES
Professor Thomas Reeves   Professor Peter Abell

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This Work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

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DEDICATION

I dedicate this research work to the Almighty God who took me through this very remarkable journey of the height of my achievement. Through potholes, roadblocks, check points, and when nobody gave me any opportunity, He reassured me of my ability and helped me through.

Also, to all who suffer from low self-esteem, the ones whom circumstances and the environment made them believe they cannot pull through any significant achievement. If you can see it, you can achieve it.
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ABSTRACT

The Nigerian government have applied several reforms to develop the performance of its workforce; in particular, how best to motivate the public sector employees to achieve this end. This research examines employees’ judgement with regards to the financial and non-financial incentives, organisational culture and leadership styles impact on the motivation of employees and how their motivation becomes an attitude and reason for not performing well. A subsidiary commitment of the research is to study the relevance of Western theories of motivation for employee motivation in the Nigerian public sector. Several studies were developed from the Western countries where the theories of motivation originated from, whereas reduced study have been carried out in underdeveloped African nations like Nigeria. The foregoing shows that the Nigerian public sector lacks any strategy to harness the motivation of its staff, whether through financial or non-financial incentives, leadership styles, organisational culture as expressed by the theories of motivation. A hypothetical model of the relationships between these factors provided a conceptual framework that guided the research. A mixed research approach using both questionnaires (quantitative) and interviews (qualitative) was employed to enable the researcher’s understanding of the processes by which the factors considered impinged on public sector employees’ motivation. The study findings justify and establish the relevance of the Western motivation theories to the Nigerian public sector, and besides skills and technological expertise, this study proves that leadership styles, financial and non-financial incentives as well as organisational culture are drivers of employee motivation while motivation is a major driver of employee performance. This study key contribution is that organisational culture significantly impacts on employees’ motivation negatively based on its bureaucratic nature in the way it envelopes the policies, rules and regulations, structures and processes that determines both financial and non-financial incentives, leadership approach and job variables.
Therefore, it is imperative that the Nigerian public sector give keen attention to the development of a robust and flexible culture that will strategically develop and support the implementation of a performance driven employees’ motivation that takes into account the finding from this study. Future research recommendation revealed through this study emphasises further investigation into the significance of organisational culture in the management of organisational policies, rules, regulations, structures and processes that determines key motivation factors so as to enhance both organisational and employee performance.
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CHAPTER ONE

1.0 Introduction

This chapter provides an outline of the thesis building upon what enthused the research as well as the problems that the study is expected to tackle. As a result of some foundation of the concept of employee motivation, this chapter explains the problem associated with the study, highlights the aim, objectives, research questions, emphasises the research contribution, including the stakeholders that will benefit from the contribution. Finally, the chapter addresses the research structure and gives working definition of terms.

1.1 RESEARCH BACKGROUND

Nigeria was seeking to develop its economy and the public sector and thus enhance the lives of its people. In doing this it faced various problems. One in particular, with which this thesis is concerned was how to make its public sector more effective, especially how best to motivate its employees to achieve this end. This researcher, therefore, carried out an investigation into how these staff members felt about their existing ‘motivators’ (or lack of them).

This study has threefold purpose. One, to understand how the public sector employees responded to their working environment and culture, its various financial and non-financial remuneration, rewards and disincentives, and the style of leadership; and, two, make contribution to the existing knowledge on the motivation of employees in the Nigerian public sector and the wider African context; and three, to suggest practical ways of improving the motivation of these particular employees.
Employee motivation is a reverberating challenge many employers and managements of organisations today have to contend with (Machado and Davim, 2017). This topic is much researched on the premise of its vital function to the success of organisation, as well as in the management of organisations. The effect of globalisation, increased competition, advance in information technology and industrialisation has made management of organisations to seek and employ possible ways and techniques to satisfy and motivate their employees in order to reinforce their attitude to performance, thereby leading to the overall performance of the organisation (Cristina and Griffiths, 2015). This strategy is to enable the organisation to strive in the constantly changing business environment and in the labour market where there is scarcity of best fit employees.

Successful organisations are managed by best motivated employees who constantly attempt to improve their performances (Sekhar, 2013). Organisation with good knowledge and understanding of the reason behind employees’ behaviour is on a right track to success and will not experience high level of staff absenteeism, high cost of employee development (training and re-training cost), lack of employee commitment and reduced productivity (Rožman, 2017). Herzberg’s two factor theory (motivation and hygiene) suggest that employee motivation leads to increased productivity (Yüksel, 2015).

Despite the benefit organisations enjoy with regards to this topic, employee motivation is still very much ambiguous and lacks the required understanding needed by management of organisations, the questions surrounding employee motivation still remains unanswered with the provision of financial incentives (a rise in salary, job security, suitable working condition, relationships and
prospects for development as well as progression, hence, a research in this capacity is essential (Muslima et al. 2015).

Studies on motivation demonstrate that employees are motivated for different reasons, and the factors responsible for employees motivation changes in consonance with time as well as by variables, for instance national culture; what motivates in one context is likely not to work in another (Al-Sarayrah et al. 2016), likewise, what motivates a certain demographic group may not motivate another (Gkiontsi and Karanika-Murray, 2016). This therefore calls for an increased necessity for additional examination that will ensure that the motivation of employees is clearly understood in a particular cultural framework (Kamdron, 2015). Therefore, this research will investigate factors affecting the motivation of employees of employees and how the impact influences employees’ attitude to effective performance in a definite cultural framework, Nigeria.

What is the reason people work? The ability to rightly respond to this significant query becomes very important for management of organisation because it addresses employees’ desires and ambitions. The activity involved in the fulfilment of these desires and drives signify motivation, especially in a situation where it increases the performance of employees and forms one of the basic requirements for the success in organisations (Mushtaq, 2014). Kim argues that embedded in an individual employee are different needs; it is therefore imperative for management to apply the most suitable motivation approach to satisfy the desires of individual employee. However, in-spite of the benefits of employee motivation to organisations, it is still not clearly understood by many managements and this calls for important attention for research (Muslima et al. 2015).
Employee preferences varies over the years due to constant fluctuations in the global environment, economic and labour market, employees’ attitude and strenuous industry competition (Mushtaq, 2014). It is therefore important that an indication of any changes arising in employee preference and triggers of motivation are perfectly understood and kept by the management of organisations, as current developments in the subject of motivation suggest that employee preference and things that motivates do not change based on time factor only but also on other variables (Al-Sarayrah et al. 2016).

Human resource service survey conducted exposes the fact that employees are best motivated when the highest level of management is interested in the wellbeing of employees, followed by fascinating job and decision-making influence (Močnik and Širec, 2015). Individual set of goals and needs differ; therefore, management should ensure that the most suitable motivational approach to satisfy individuals are found and well applied. Hence this study will investigate employee motivation in the Nigerian public sector, highlight how demographics and job variables and other factors to be determined through literature influence the motivation of employees, and the resulting effect of this impact on the performance of employees in the Nigerian public sector.

1.2 STATEMENT OF THE PROBLEM

The public sector as a governmental institution is at the core of administrative strategy with regards to policy development and implementation. In light of this, it has been argued that institutions are fundamental to improvement and growth process of any government (World Bank, 2011). Hence, the public sector benefits in most developing countries are integral to the
financial and socio-political improvement of such nations as result of the relative shortcoming of the private sector (World Bank, 2018). The world bank report on public sector performance highlighted how the public sector can strategically design the conditions for the exponential development of a vital sector that can transform the African region. The report indicated that good governance and public sector competences are the foundations for such strategy. However, feedback from the African region consultation ascertains that weak governance and ineffective leadership are key challenges facing the transformation of the African region (World Bank, 2018).

In line with the world back report on the weakening of the public sector performance, the United Nations Research Institute for Social Development (UNRISD) constituted a board to look into public sector reforms to assess if the extent of government work has changed, or has government capacities turned out to be more centred around essential services, have wage levels changed, and how fitting are new public management motivation responsibilities measured and who backs and restricts changes? (UNRISD, 2017).

The United Nations Research Institute for Social Development (UNRISD) research developed formal reforms and eco-social policies that are beneficial to the creation of employment opportunities, incentives, sustainable social activities and environmental cultures. These cohesive policies and formal reforms are driven by strategic innovations which are Policy innovation, Institutional innovation, Social innovation, Technological innovation and Conceptual innovation. These innovations will enhance the implementation of the policies and reforms towards sustainable growth and the transformation of the African region (UNRISD, 2017).
These changes or reforms request that among other important foci, legislatures ought to provide public sector employees with proper motivation, skills, and innovativeness; and enhance administration and responsibility (Owusu, 2012). These specialised initiatives have prompted developed and less developed nations alike to start public sector reform with a specific end goal of improving the nature of the public affairs and to empower nations to contend adequately in a time of uncommon global change.

Reform in this context is a difficult procedure that may include significant changes in approaches, systems, and agendas of the government in an attempt to ensure they are more receptive to the requests and preferences of the employees and the general populace. It was obvious that the Nigerian public sector like any other public sector in Africa require absolute and thorough reforms. The government is expected to react positively to employee motivation so as to improve employee performance by considering employees’ broad preferences.

Along these lines, a significant part of the research on the African public sector has concentrated on getting the "approaches or policies correct" in the most limited conceivable time without reasonable concentration on improving the foundations. To initiate any form of change to the process, there is need for absolute comprehension of the historical strongholds that moulded the surviving foundations and also the observed example of conduct of public sector performing key players.

The human resource management approaches on which the expected changes are constructed have had negative effect with regards to the public sector employee performance which has dwindled as a result of employee commitment, since major and adequate focus has not been
given to motivation of employees, but instead only excellent and enhanced employee performance is expected. This study endeavours to approach the subject area by concentrating on one particular national contextual analysis, Nigeria. Nigeria is currently recognised as Africa’s biggest nation comprising 36 states with the federal capital territory, the research focuses on the experiences of the employees of the federal public sector where the head offices operate from the federal capital territory and branches operate in all 36 state of the federation.

The Nigeria government set out on a few home-developed public sector reforms after independence to enhance the public sector overall effectiveness by setting up different reform commissions which are Morgan Commission (1963), Eldwood Commission (1966), Adedo Commission (1971), Udoji Commission (1972), Dotun Philips reforms (1985), Decree No. 43 (1988) and Ayida Review Panel (1994). But in spite these efforts, the Nigerian public sector still displays low or no ability to survive the challenges of a contemporary development hungry economy (Okeke et al. 2017).

There have been studies on how to motivate employee, however, the application of the motivation theories within strongly defined African cultures has been limited and recently been a point of interest for researchers who focused on developing countries like Nigeria (Ofori and Aryeetey, 2011; Oghojafor et al. 2012; Adegboye, 2013). Some Nigerian scholars such as Oghojafor et al. 2012; Adegboye, 2013; Sajuyigbe et al. 2013; Aruma and Hanachor, 2017; Nyameh, 2013; Bawa, 2017; Anyim et al. 2012 have looked at the application of these theories from different perspectives.
Cited in Aruma and Hanachor (2017), Anyanwu et al. in 1985 reviewed Maslow five (5) hierarchy of needs and suggested additional two level of needs; understanding needs and aesthetic needs. The additional two levels are improvements to the Maslow hierarchy of needs. Also, Sajuyigbe et al. (2013), in a review limited to the Herzberg’s motivation 2 factor theory supported Herzberg motivation hygiene theory with the suggestion that pay, performance bonus, recognition and compliment were significantly related to the attitude of employee in relation to performing to expectation.

Furthermore, Nyameh (2013) reviewed the effect of Maslow hierarchy of need on organisational culture, human resource and employee performance; Bawa (2017) reviewed Maslow’s hierarchy of needs theory and Adam’s equity theory on employee motivation and productivity; Muogbo (2013) reviewed Adams equity theory, expectancy theory and Locke’s goal setting theory to investigate the influence of employee motivation on employee performance of selected firms in Anambra state, Nigeria. From these lists of studies, it is evident that these studies only considered the application of a single theory and at the most three theories out of the theories of motivation while other relevant motivation theories were conspicuously not considered.

In studies where more motivation theories were considered, it is either a single organisation was evaluated as a case study or a single independent variable was assessed. For example, “Monetary Incentives and Employee Motivation” where pay is the independent variable and motivation is the dependent variable (Igbaekemem, 2014). The study of Igbaekemem employed McClelland’s acquired needs theory, Locke’s goal setting theory, Adams equity theory,
Maslow’s hierarchy of needs theory, McGregor theory X and theory Y, and Vroom’s Expectancy theory.

However, the application of these theories was centred on a single variable (Monetary incentives). Similarly, Anyim, et. al., (2012), considered Maslow’s hierarchy of needs theory, Herzberg two factor theory, Alderfer’s ERG theory, and McClelland’s acquired needs theory, but the focus of the study was on comparing the relevance of Western developed motivation theories on a single private sector organisation with a single public sector organisation in Nigeria.

Most of these studies above are not just theoretical in nature but mostly reviews of the Western scholar studies. Adequate empirical studies considering more, or wider factor are lacking on the African perspective of employee motivation, particularly in the Nigerian context (Nafei, 2015). Thus, this suggest that empirical research work is still lacking where studies at the same time considers the impact of literally most of the theories of motivation alongside a broad or an all-inclusive variable such as financial and non-financial incentives, organisational culture, leadership styles, demographic, job variables and employee motivation in an African context, particularly Nigeria.

One of the focus of the Special Programme of Assistance for Africa (SPA) as established by the World Bank was to find out whose responsibility is the changes required for the improvement of the public sector. Individuals, scholars, and professionals agree on a particular similar point that leadership styles play a key role in the efficiency and effectiveness of organisations to public administrations as much as it does to private enterprises (Solomon and Steyn, 2017). The
attention to the importance of public sector leadership is set to grow further in the future as leadership to date is still a fundamental subject in the public service after the two decades of New Public Management. But the transferability of the styles of leadership from the private sector to the public sector lacks empirical evidence (Purwanto et al. 2018).

In spite of the above emphasis that the achievement of any organisation hangs on the leadership (Nnablifor, 2010); the post-independence Nigerian public sector continues to deal with unproductive leadership (Felix, et. al., 2015; Adebisi, 2012; Adeyemi, 2012; Iheriohanma, 2011; Adesopo, 2011). The Nigerian public sector was established as the government instrument for policy implementation, but over the years after independence, the sector has been plagued with leadership incompetence and misconception of leadership to be rulership, thereby creating a significant gap in the relationship between managers and subordinates (Felix, Ahmad and Arshad, 2016; Adanri, 2016; Iheduru, 2016; Mora and Țiclău 2012; Ogbeide, 2012).

The ineffectiveness of the Nigerian public sector has been characterised to be as a result of the style of leadership (Sorunke, Omojola and Adeleke, 2016; Adanri, 2016; Iheduru, 2016; Murtala and Marshall, 2015; Ejimabo, 2013; Okonjo-Iweala, 2012; Ogbeide, 2012; Sanusi, 2012). Despite attempts of the government with several reforms as cited earlier in this study, aimed at improving the overall effectiveness of the Nigerian public sector after independence, the public sector still suffers from inefficiency and lack of productivity (Omojola and Adeleke, 2016; Iheduru, 2016; Murtala and Marshall, 2015).
A major question along this line therefore is could leadership approach be one of the factors responsible for the failure of the Nigeria government reforms? As various studies such as Felix, et. al. (2015); Adebisi (2012); Adehyemi (2012); Iheriohanma (2011); Adesopo (2011) have pointed out that leadership ineffectiveness, absence of ethical practices, unfeasible development strategy and lack of ethical behaviour hinders development of the Nigerian public sector.

This research aims to fill the gaps mentioned above and provides insight into public sector employee motivation in Nigeria. Empirically, this research will assist stakeholders, management team of public sector organisations in identifying key issues on how to motivate employees and enhance their performance. The findings and recommendations this study generates will assist management team of public sector organisations in designing appropriate motivational programs, to create an environment that foster motivation by meeting the varying employee needs and in return employee attitude to work is expected to be improved.

1.3 OVERALL AIM OF RESEARCH

The overall aim of this research is to study the relevance of western developed motivation theories against the motivation of employees in the Nigerian public sector and identify the impact of factors such as financial and non-financial incentives, organisational culture and leadership styles on the motivation of employees, and examine how the impact influences the performance of employees in the sector.
1.4 RESEARCH OBJECTIVES

The research will specifically focus on the Nigerian public sector to:

- Examine the impact of factors (i.e. financial and nonfinancial incentives, organisational culture, leadership style, demographics and job variables) that affect employee motivation in the Nigerian public sector.
- Investigate the relevance of western developed motivation theories for employee motivation in the Nigerian public sector.
- Evaluate the significant impact of employee motivation (positive or negative) on the performance of employee in the Nigerian public sector.

1.5 RESEARCH QUESTIONS

- Do financial incentives affect employee motivation in the Nigerian public sector?
- Do non-financial incentives affect employee motivation in the Nigerian public sector?
- Does organisational culture impact employee motivation in the Nigerian public sector?
- Does leadership style in any way influence employee motivation in the Nigerian public sector?
- Does employee motivation influence the performance of employees in the Nigerian public sector?
- Do demographic factors and job variable affect employee motivation in the Nigerian public sector?
1.6 RESEARCH CONTRIBUTION

The research will contribute to the body of knowledge as follows:

- Provide insights into the effect of incentives (financial and non-financial), organisational culture and leadership styles on employee motivation in the Nigerian public sector;
- Establish if employee motivation has significant influence on employee performance in the Nigerian public sector;
- Test the application, practicability and relevance of the Western developed motivation theories for employee motivation in the Nigerian public sector context;
- Provide managerial implications and suggestions for Nigerian public sector policy makers.

Fulfilling the above, this study will contribute to the existing literature on international human resource management as well as human resource development by showing the relevance of Western motivation theories on employee motivation, to assess how far the relevance of the theories might be relevant to understanding the distinctive Nigerian public sector employee attitudes to work and how employee attitude and feeling of not performing well as expected is connected to their motivation.

1.7 RESEARCH STRUCTURE

The sections of this research are structured to fulfil the aims of this research. Foremost, an introduction detailing the study background, problem statement, overall aim, objectives, questions, and expected contribution to knowledge. Secondly, a detailed look into the establishment of the Nigerian public sector by the British government during colonisation (pre-
independence), the present administration (post-independence), also, the standards, policies, rules and regulations guiding the operations and activities of the sector. Thirdly, the study will review literature on motivation alongside the theories of motivation, address the perceived benefits, issues and the challenges of public sector employee motivation.

The knowledge gaps exposed through the review of literature in this research work provided the foundation for developing the objective, questions and hypothesis for this study. Fourth section of the study describe a conceptual framework developed through literature review and the framework will guide the study. The next section is the research methodology which will enable the objectives of this research to be satisfied to a reasonable extent and the key questions outlined clearly answered (this is the fifth section).

The sixth chapter presents a pilot research carried out in National Health Insurance Scheme (NHIS), a Parastatal of the Federal Ministry of Health, Abuja, Nigeria. The pilot research tested the designed questionnaire and gave insight into how to carry out data gathering exercise and check if there is any need to improve on the pilot study questionnaire. Findings drawn from the study questionnaire are discussed within the key research questions. Further to this, the implications for practice and theory are discussed later, with keen attention to contemporary insights that will emerge. The seventh section present the analysis of data and findings while the eighth give a detail discussion of the results, conclusions and recommendations.

1.8 OPERATIONAL DEFINITION OF TERMS

Motivation: the reason for displaying certain action or behaviour.
**Incentives:** anything that inspires certain behaviour or action.

**Culture:** ideas, customs, values, beliefs and social behaviour that differentiate a particular society or people from another.

**Organisation culture:** the unique norms, rules and regulations, structures, policies, standards, ideas, values, beliefs and behaviour that control employees’ actions or behaviours in a particular organisation.

**Leadership style:** an approach to controlling, directing, managing, and encouraging employee.

**Employee performance:** the productivity of persons employed in a particular organisation on the discharge of their responsibilities appropriately.

### 1.9 SUMMARY

This research first chapter was organised into appropriate directions. The arrangement started from an introduction of employee motivation alongside an historical background of motivation. The statement of problem explained the apparent challenges facing the Nigerian public sector with regards to employees’ motivation and their attitude to perform in an improved manner.

The aim of the research and definite objectives were clearly outlined, these supported the development of the research questions so as to have a detail focus and guidance for the research and the study analysis. The contribution of the research was clearly stated and followed by a detailed outline (structure) of the study as well as operational definition of key terms of the study.
CHAPTER TWO

2.0 Nigerian Public sector

2.1 INTRODUCTION

This chapter provides an overview of the case study organisation: The Nigerian public sector. It gives insight into the Nigerian societal culture, the establishment of the sector during the British government rule, then followed by structure, operations and activities before and after independence.

2.2 NIGERIAN PUBLIC SECTOR IN THE COLONIAL ERA

The public sector plays an essential role in formulation, execution, assessment and appraisal of government strategies, policies and projects. Regardless of whether the head of a government is a President or Prime Minister, it cannot work without some type of public service. An effective and motivated public sector is essential for good administration, governance, service delivery, and fiscal administration. The concern for effective management of resources (financial, material, human and natural) in the public sector is historical across countries. This is important especially in a developing country like Nigeria where there are consistently increasing requests for public expenditure.

The Nigerian public sector is a result of colonialism, set up as an instrument for practically executing the management structure and activities of the British colonialist from the late nineteenth century (Akintola, 2017). In Nigeria, the public sector which constitutes the center point through which the government actualises its policies and programmes is confounded with
issues around good principles and responsibility which have throughout the years constituted a huge set back to the general development and advancement of the Nigerian state as a result of the failure of the employees to translate the policies of the management (political leaders) into good service (Beetseh, 2014).

Before the establishment of the Nigerian public sector in the nineteenth century by the British rule under the authority of Frederick Lugard, different ethnic groups that constitute Nigeria existed in tribes and empires: Sokoto caliphates in the north, the Western Nigeria belongs to the Yorubas, and the Eastern Nigeria the Igbos. In 1861, the British colonial dominance integrated all existing tribes and empires under Lagos colony and instituted a direct rule system.

2.2.1 NIGERIAN PUBLIC SECTOR BEFORE INDEPENDENCE

The Nigerian public sector was instituted in 1862 to operate as an industrialist organisation, and the stability of a colonial capital state make-up. For a successful run, several hierarchical positions such as: Governor, Chief Magistrate, Colonial secretary, Senior military officers, Private secretary to the Governor, Auditor, Chief clerk and Customs collection Officer were created to manage, control and give reports. In 1900, the Niger coast colony was combined with the Lagos colony to form the Southern colony which operates under the established civil service with its headquarters in Lagos.

Contrary to this, the British government established an indirect rule in the Northern colonies where highly respected traditional rulers called Emirs served as the major link between the colonial public sector and the subjects of the colonies. Under this indirect rule system, Emirs
retained their titles and authority, but operated as British policy executors and responsible to a British district officer. The caliphates were converted into district heads and charged with the responsibilities of peace keeping and tax collection only, but they were not empowered to initiate any form of projects for socio-economic development; this responsibility was solely the British government officer’s responsibility (Ogunrotifa, 2012).

The British government in 1906 extended authority over Nigeria through the establishment of judiciary, police, prisons, works department, customs, ports and telegraph. The overall aim was for collection of taxes and maintenance of law and order in both the Southern and Northern protectorates (Ogunrotifa, 2012). In 1914 the British government amalgamated the Northern and Southern Protectorates to form a single entity called Nigeria. This enhanced a centralised administration with regional civil service structure. A central secretariat was established in Lagos in 1921 by the Governor of Nigeria, Sir Hugh Clifford who succeeded Lord Frederick Lugard. Similar secretariats were established in 1939 and administered from Enugu, Ibadan and Kaduna.

The 1940s and 1950s marked the beginning of a Nigerian civil sector with the emergence of a Nigerian administrator. This also marks the beginning of pressures for political and civil service structure reforms. Based on the recommendations of the Walayn Committee in 1945 the Nigerian Civil service became unified. Central Public Service Board was established, and Nigerians were admitted into higher levels of the public service. The unification brought together the regional civil services in the North and southern Nigeria.

In 1954, the movement towards setting Nigeria free from her dependence on the British
government rule and control became a post Second World War determination. This movement toward independence had a substantial weight on the British government who were enthusiastic about bequeathing the legacy of foreign government era and accordingly established Federal Public Service Commission saddled with the autonomous control to ‘appoint, promote, dismiss, and discipline junior public sector employees under the 1951 Macpherson Constitution. Sir John Stuart Macpherson took over as the Governor-General of Nigeria in 1948. He started to draft another constitution for Nigeria immediately and ensured the involvement of Nigerians with drafting of the constitution in 1951 (Macpherson constitution).

Representatives from Northern, Western and Eastern regions of Nigeria gathered in Ibadan for a constitutional conference. The Macpherson Constitution of 1951 include the creation of Central Legislative Council likewise referred to as the House of Representatives, Central Executive Council also referred to as the 'Council of Ministers', the Northern region, Western region and Eastern region, Regional Executive Councils controlled by Lieutenant-Governors, Regional Legislative Councils called "House of Assembly". A dual governing body ("House of Assembly" and "House of Chiefs") were in the Northern region while the Eastern and Western regions had a single council ("House of Assembly), the position of a Governor.

Only male citizens who pays tax were allowed to vote in the north while both genders were allowed to vote in the east and west. There was establishment of a public service commission that will be responsible for the recruitment, dismissalal and promotion of employees of the public sector. Subsequent constitutional appraisals increased the stake of Nigerians at the
public sector helm of affairs until Independence in 1960. At Independence on 1st October 1960, the powers of the renamed Federal Civil Service Commission were extended to cover all public sector grades.

2.2.2 NIGERIAN PUBLIC SECTOR AT POST INDEPENDENCE

After independence and departure of the British personnel, the Nigerian public sector in the northern part of the country suffered shortage in skilled manpower as the public sector during this period was dominated by the officers from the Southern part of Nigeria. This was attributed to the preference given to Islamic education in the Northern Nigeria as against the western education enjoyed in the Southern Nigeria during the British rule. The British authorities at the inception of colonial administration connived with the Northern elite through the practice of indirect rule system to shield the Northern Muslim from both Western education and culture exposure; this caused a gap in knowledge and administrative capacity in the Northern Nigeria after independence (Ogunrotifa, 2012).

The Nigerian government was not only challenged with the necessity to institute a complete government organisation that would support good governance but also to change the focus of the Nigerian public sector from that of colonial legacy of tax collection and extraction of natural resources to the role of social service delivery, infrastructural development and nation building in particular, a system and structure capable of assisting the new government on planning and accelerating the Nigerian socio-economic development (Ogunrotifa, 2012).

The Nigeria government established the Ayida panel to assess the previous public sector reforms with the possibility of offering measures to further revitalise the public sector service,
recognise the significant issues of the service, which should be corrected to enhance the motivation and efficiency of the public sector which include: politicisation of the top management; lack of accountability and decency; constant breakdown of discipline; virtual regulation of corruption across board; disregard for rules and regulations; lack and loss of direction; deterioration of productivity and efficiency (Adegboye, 2013).

Keeping this in mind as earlier mentioned, President Olusegun Obasanjo, immediately after taking over office as the President of Federal Republic of Nigeria on May 29, 1999, disclosed his vision of a model public sector for Nigeria and by suggestion, a model public sector with: competent, development-oriented, professional, public-spirited and client friendly fit for responding effectively and with speed to the essential needs of the general public; standards which include politically unbiased, honesty, fairness, transparency, professionalism and responsibility; directed by fairness, where services are carried out in the right manner and centred on standards and policies.

However, with opportunity for prudence, employed in the interest of the general public; the reforms is intended to birth the establishment of an appropriate environment where public sector employees are guaranteed protection and job security while discharging their job roles; a competitive, well remunerated and advanced public service (Adegboye, 2013).

2.2.3 POLITICAL INTERFERENCE

Studies put forward the increasing involvement of politicians in duties and roles which are meant and supposed to be traditionally carried out by public sector employee (Flemmen et al. 2017). The Nigerian public sector was primarily established to implement government policies,
and this is very much dependent on the form of government of the day as politics through the adoption of democracy rule has largely weakened the Nigerian public sector in recent years, undermining its authority and honour.

The history of the Nigerian public sector has been a reflection of failure in its performance as the functional executive arm of the government responsible for policy formulation as well as implementation (Inyang and Akaegbu, 2014). As it is the custom of any democratic government, politicians who head key strategic positions tend to listen and follow close supporters and advisers instead of professional public sector employees. Despite the history and politicisation of the Nigerian public sector after independence to present, the Nigerian public sector still serves as the principal channel between the government and the people to formulate and implement government policies.

2.3 NIGERIA SOCIETAL CULTURE

With the acknowledgement of the point that culture varies from one society to another, a ‘national culture’ does not exist in Nigeria as it is in the Western world due to the fact that Nigeria is made up of over three hundred ethnic groups. From all indications, such society displays a heterogeneous culture which is characterised by multicultural, multi-ethnic, multi-religious and pluralistic nation. The fact therefore is that, there exist three dominant ethnic groups, Ibo, Hausa and Yoruba.

The Yoruba (Western Nigeria)

The Yoruba culture believes so much in work and excellence. It is a tradition and belief which is reflected in a popular axiom which says “Ise ni ogun Ise” which means “work is the antidote of
poverty” another axiom says “Ise ni a fi n da eni giga” which translates “work is the way up to becoming a significant personality”. The Yoruba culture believes that what is worth doing at all is worth doing well and there is no short cut to a good life other than work. To pave a way out of poverty or avoid lack and want, this section of the Nigerian culture is of the belief that work has to be taken with all seriousness and must be well delivered. Laziness and idleness are seen and categorised as abnormality because this culture believes a lazy man will be vulnerable to any criminal idea and attempt.

This culture pays serious regard to respect. Leadership irrespective of the style is held in high esteem by these group. Leadership is rooted in the Yoruba culture and this is practiced by preaching and teaching respect from home according to one of the Yoruba axioms which states “ile ni a ti n ko eso r’ode”. This translates “charity begins at home”. This philosophy can be related to Hofstede’s (2011) high power distance dimension where respect matters at every hierarchical level at work.

Based on this fundamental, no task can be carried out without the consent of the leadership who is always superior officer. All respects and regards are accrued to the officer whose instruction is strictly followed in the discharge of the task. In most cases, due to the level of respect given to leadership, the subordinate’s idea or professionalism does not come into play in the process of completing the task allocated.

The Hausa (Northern Nigeria)

The Hausa cultural belief is built strongly on respect for authority, submission, allegiance to management and anyone in a position of power. It is closely related to the Yoruba culture with
regards to respect. It is a tradition that frowns at the confidence of an employee due to the fact that individual initiative and self-instigated actions towards achievement of goals but not authorised or sanctioned by a superior are negatively evaluated and irrelevant. Subordinates are expected to carry out instructions accordingly, as the culture does not entertain querying authorities.

The Hausa is known to do very light or little work especially during the annual Ramadan fasting, aside their regular 5 times daily prayer religion which most Hausas carry out even while on duty, the Friday Jumat prayers usually makes Fridays a half-working day especially in the Northern Nigeria as most employees of the public sector in particular close for the day from the mosque where they observe their religion (Osibanjo et al. 2015).

Irrespective of the leadership religion, the Fridays half-working day as a result of Jumat prayers has become a norm in the public sector and the administration is yet to give any form of attention to it and possibly assess its effect on the employees’ performance. Also, the administration has failed to access how failure to grant this privileged that is not founded in the rules and regulations of the public sector would affect employee motivation as well as commitment to the public sector operations.

The Ibo (Eastern Nigeria)

The Ibo culture is receptive to change and rooted in achievement orientation. This cultural belief in work lay emphasis on democratic, individualistic and anarchic pursuits with keen attention to tradition. The culture does not pay any keen attention to respect except the regards that is given to their elderly ones who in most circumstances have a chieftaincy title.
The Ibo societal values are rooted in a fierce struggle and ruthless determination for survival and success, their belief is more of an aggressive nature to work.

The group looks down on individuals who submit and depend on superiors to succeed; this attitude signifies weakness (Osibanjo et al. 2015). The Ibo is a societal culture that is characterised by self-motivated hard work that competes with the authorities and achievement of superiors, discipline, thrift and excellence. The quest for prominence, basic things of life, societal relevance, and affluence motivates the Ibo’s performance in whatever they do. The Ibo culture believes in the possibility of doing better than any leadership irrespective of the style (Olaonipekun and Abiola-Falemu, 2013).

The foregoing is a brief description of the Nigerian culture, literature has not indicated if or the extent to which these norms impact on both employee motivation and employee performance in the Nigerian public sector. In any case, there has been increasing worry over the years with regards to the ability of public sector employee in attending to their constitutional obligations and organisational requirements (Okafor, 2014). The performance of the average public sector employee has decreased significantly.

To an extent, the diminishing employee performance of public sector employee is a piece of the “decadence” that has come to describe the Nigerian socio-political and cultural frameworks (Okafor, 2014). Since motivation has been assumed to be a driver of the Nigerian public sector employee commitment, citizenship behaviour, and most importantly employee performance as mentioned earlier in this study and revealed by researchers such as Okafor, 2014, the
subsequent chapter of this research will therefore describe the meaning and theory of motivation as it relates to the Nigerian public sector.

2.4 NIGERIAN PUBLIC SECTOR OVERVIEW

The 1999 Constitution of the Federal republic of Nigeria, the Nigerian civil service rules and the 2008 edition of the public service handbook defined “the public sector of the Federation as the management of the Federation in any manner in respect of the Government of the Federation”. This implies a government establishment which is solely responsible for policy execution and service delivery for the benefit of the people that are citizens of the particular society. The fundamental role of such organisation is called public service to the nation as a whole and the community. It is therefore expected of such organisation to be accountable, responsive, objective, impartial and trustworthy.

The Nigerian public sector is a body which enjoys continuity of existence and the employees command a pool of experience and know-how in formulating and implementing policies approved by Government (Public Service Rules, 2009). In the same direction, the employees of the Nigerian public sector have the duty to make suggestions on the consequences of any policy or deed.

The sector’s **Vision** is to provide exceptional public service, implement government policies and agendas for prompt, as well as sustainable development. Grounded on the vision of the public sector, the **Mission** concerns the attainment of a conscientious and merit-based public sector that is accountable and committed to continuous improvement of the management of Government business as well as a performance driven sector (Public Service Rules, 2009).
Clearly stated in the 1999 Constitution of the Federal Republic of Nigeria, the government is solely responsible to: promote national prosperity and an efficient, dynamic and self-reliant economy; secure maximum welfare, freedom and happiness of the citizens on the basis of social justice and equality of status and opportunity.

2.4.1 NIGERIAN PUBLIC SECTOR STRUCTURE

There are three arms of government in Nigeria; the Legislature, Executive and Judiciary. The Legislative arm is headed by the Senate president and the Senate activities are complimented by the House of Representatives which is presided upon by the Speaker. Both legislative arms make laws and carry out the process of appointing Judges, Ambassadors, Ministers, Chairmen and Commission members etc. while the executive arm formulates, executes, and oversees policies as well as agendas. Controlled by the Chief Justice of the federation, the judiciary arm of government simply adjudicates.

The presidential system of Government is in practice in Nigeria where the president heads and controls the entire country affairs and the 36 States are controlled and headed by a Governor each. At the state level, both Speaker of House of Assembly and Chief Judge of the state are in control of the legislature and Judiciary respectively. Also, the Local Government which is the third tier of the Nigerian Government is headed and controlled by the Local Government Chairmen and Councillors.

To facilitate delegation of obligations for definite undertakings, the public sector is made up of Ministries, headed by a Minister and the Accounting Officer of the ministry (Permanent Secretary). Extra-Ministerial Departments are headed by Chief Executives designated as
Chairmen. Attached to Ministries for supervision and coordination are Parastatals, Agencies and Government-owned organisations. They are controlled by Managing Directors, Director Generals and General Managers. The public sector has an essential role to play in the administration of the country in a consistent way in line with the attributes and characteristics of good governance.

2.4.2 OPERATIONS AND ACTIVITIES

The functions of the Nigerian public sector as contained in the 1999 constitution and clearly outlined in the Public Service Rules, 2009 are to:

- Translate the plans and goals of the Government into reality through policies formulation and execution of same effectively;
- Bridge administration transition gap by ensuring continuity;
- Ensure prompt, effective and satisfying service delivery and serve as a unifying factor for all cultural backgrounds in the country;
- Provide advisory service to the government on policy options available to it;
- Protect public interest, as custodian of public conscience;
- Ensure availability of data through efficient data and information management;
- Ensure an open, caring and kindly system which upholds and respects the rule of law;
- Display a personnel management system that ensures high professionalism, Specialisation, motivation and high morale.

(Note: See Nigerian public sector service policies and regulations in Appendix E for clarity on some explanations contained in this study result discussion).
According to earlier studies carried out on the Nigerian public sector, the lack of employee satisfaction to a large extent is responsible for the lack of efficiency and effectiveness suffered by the public sector (Idemobi and Onyeizugbe, 2011). Successive executive government administration in Nigeria has attempted the introduction of several reforms at improving employee efficiency and effectiveness through motivation, but the public sector remains insufficient and wanting due to corruption, political interference in the daily operations of the civil service, poor incentives, levity, lateness, idleness, unauthorised and unreasonable absenteeism and laziness on the part of the employees etc. (Iheriohanma, 2011)

Low level of productivity is recorded in almost all public sector organisations in Nigeria as a result of a general public sector employee’s attitude generally referred to as the “Nigerian factor” which no government has been able to address to date (Okeke et al. 2017). This factor led to a statement by a former Nigerian Civil Service Commissioner, “it is not my father’s work, work or no work, I must collect my pay” (Ikeji et al. 2012). This statement indicates lack of ownership, responsibility and commitment on the part of the employees who have an established notion that salaries come irrespective of their performance.

This research attempts to investigate reasons for the constantly decreasing employee performance and satisfaction as mentioned above by conducting an investigation on the issues, difficulties and challenges surrounding employee motivation and the direct consequence on employee performance in the Nigerian public sector.
CHAPTER THREE

3.0 Literature Review

3.1 INTRODUCTION

Western motivation theories developed through studies from the early twentieth century to the present age are reviewed in this chapter. While these theories have their roots from a liberated society, the United States of America, where they were developed and launched to serve as a universal theory determining human behaviour with regards to wants and needs across the world, little attempt has been given to critically assess the theories seemingly supposed universality and applicability in Africa and especially a multicultural environment like Nigeria, where socialism and conviviality is central to individual motivation preference.

Researches examine motivation from a Western viewpoint which is not fundamentally wrong as the locus of influence is from a Western perspective. However, the issue with the studies is that they do not examine the issue of motivation to determine if the theories are also applicable to diverse African perspective especially Nigeria which is the focus of this study. Therefore, these theories are reviewed in this study to examine their applicability in a different context, Nigeria, outside the context in which they were developed, examined and applied.

The review of the theories is expected to determine the factors that influence employee’s behaviour in an African culture with regards to employee motivation. Hence, the chapter presents concept of motivation: what motivation means and the relevance of employee motivation for public sector organisations as well as the performance of employees in the
sector. It further explains how these relates to the Nigerian public sector. Then the review established gaps in literature that led to the development of a theoretical framework that guided the study and ended with a summary of the chapter.

3.2 WHAT IS MOTIVATION?

As a management term, motivation originates from the Latin word ‘movere’ which in English implies “motivate” and means to move, push, influence to proceed for a course of action, or fulfil a want, an arousal, direction, and maintenance towards a specific goal (Greenberg, 2011). From management perspective, motivation is an integral part of performance equation at all levels, while from researcher’s point of view, it is a fundamental building block in the development of useful theories for effective management practice as it practically and theoretically plays a significant role in the management of organisations towards the achievement of both employees and organisational target and objectives (Ikhlas, 2012).

Motivating employee from the African perspective, without the exception of the Nigerian public sector begins from the need to ensure that employees are satisfactorily provided with financial incentives that can adequately meet their personal needs and satisfy their social needs which include public recognition or status. It is argued to be a significant effort, encouragement and force that initiates and drives the behaviour of employees from within to achieve set goals; financial or otherwise (Farhad et al. 2011). It is a psychologically driven internal hunger that forms the basis, drive, push and determination of deliberate actions targeted towards certain goals (Ali et al. 2012).
Motivation is a tool employed by leadership to control and structure employees’ behaviour towards increased employee effectiveness, job efficiency and self-development in organisations (Ikhlas, 2012; Nemecková, 2012). Motivated employees display a positive reaction towards the achievement of organisation’s defined goals and objectives through personal efforts and focus. Motivation in this regard pushes and supports organisational success by encouraging employees to constantly design ways to improve approach to work (Bogoviz et al. 2013).

Researchers, professionals and scholars synonymously often use motivation with job satisfaction, but these two phenomena are very different. While job satisfaction deals with an internal state or feelings, motivation is concerned with the determination, force and the objects that influence employee or subordinates to behave in certain ways or accomplish certain tasks (Armstrong, 2017). The drive, strength and behaviour are a psychological process which ensures that employee actions are voluntary towards the delivery and achievement of goals (Kreitner and Kinicki, 2012). This suggests that motivation is neither behaviour nor performance in its entirety, but it comprises of both internal and external drives which inspire an individual toward accomplishing a task or tasks as the case may be.

Either driven individually or externally, motivation of employee is expected to prompt behaviours toward enhancing employee performance (Hiemer and Andrea, 2012). It is therefore essential for organisations to ensure employees are motivated as it has been arguably recognised as the power that strengthens behaviour, shows the cause for behaviour and triggers the tendency of continuing the same behaviour overtime (Farhad et al. 2011). This
further explains that for any action or behaviour, an individual is driven by certain level of energy and understanding which forms the basis of such action or behaviour.

Motivation can be further explored through three distinct but interrelated perspectives namely: goals, decision and influence (David and Andrzej, 2010). The goals perspective of motivation is considered with regards to desired outcomes in relation to the recognition of wealth, status and power as factors to be considered responsible for employee behaviour towards the achievement of personal set goals (David and Andrzej, 2010). Motivation in line with David and Andrzej argument is therefore concerned with what motives are responsible for employee behaviour?

Looking at the decision perspective of David and Andrzej argument from the point of influencing employees’ choice of goals, motivation becomes a social influence process where leadership tries to motivate employees for improved quality services. Decision perspective queries why employees choose to pursue certain goals? (David and Andrzej, 2010). The influence perspective indicates how organisations motivate employee to work harder. It is argued alongside the decision-making process where employees’ choice of goals is influenced.

The summary of the above definitions suggest motivation as the arousal, direction, and maintenance towards a defined goal: it is an arousal where it deals with the determination that provokes behaviour, it becomes a direction where it ensures that employees behaviour agrees with organisational objective, and it is a maintenance where it deals with how long the behaviour can be sustained (Shahid, 2018; Greenberg, 2011; Robbins and Judge, 2010). The definitions also assert that motivation is a management tool which enhances employee
commitment and behaviour to work for better performance. Motivation of employees therefore becomes important in light of the fact that it can prompt positive behaviour towards improving performance (Hiemer and Andrea, 2012).

3.3 WESTERN PERSPECTIVE OF MOTIVATION THEORIES VERSUS CULTURE

In recent decades, there has been increased interest in theoretical and analytical studies on management theories, but the scope and numbers of research on the significance of culture to the practical application of these theories across cultures have been inadequate (Iguisi, 2014; 2012). Iguisi noted that most of the motivation theories took their root from the Western culture, particularly the United States of America over 100 years ago without any significant reference to the African culture in the development of the theories (Iguisi, 2014, 2012; Robbins and Coulter, 2017). Culture in this sense means the ways of thinking, feelings and reactions shared by people with the same social understanding and background (Lebron, 2013).

The development of these theories started from Frederick Winslow Taylor (1911) who conducted his research on a steel company in the United States. The contribution of Elton Mayo (1880 to 1949) to the Hawthorne Works research (Western Electric Company in Chicago), Abraham Maslow (1908 to 1970) conducted his research in the United States after the World War II. Frederick Herzberg (1923 to 2000) conducted his research also in the United States. The application of these management theories within the context of strongly defined African cultures have become the focus in recent studies (Adegboye, 2013; Turan, 2015), especially in the context of Africa where we have exceptionally inadequate knowledge about the significance of cultural beliefs and how it affects employee motivation (Iguisi, 2014; 2012).
These theories have been applied in several parts of Nigeria, to mention but a few: the review of Maslow five (5) hierarchy of needs by Anyanwu et al. in 1985, the study concluded by suggesting additional two level of needs making the hierarchy of needs seven (7). The sixth level of the hierarchy of needs is understanding needs. This needs level involves the desire of individuals to know their environment and develop relevant knowledge, skills, information and attitude that will help in the promotion of community development so as to improve living conditions in the society (Aruma and Hanachor, 2017).

“Aesthetic needs” which is the seventh level of need deals with the desire to enjoy and encourage exquisiteness of the society. This involves loving, understand, appreciate and foster the significance of art, music, flowers and plants. Also, in the study of Sajuyigbe et al. (2013) conducted on employees of selected manufacturing companies in Ibadan, Nigeria using the Herzberg’s motivation hygiene theory, the study concluded that pay, performance bonus, recognition and compliment were significantly related to employee performance, supporting Herzberg’s motivation hygiene theory.

Although these theories as mentioned above have been applied in some parts of Nigeria, the question that requires answer is if the application of these western developed theories of motivation are actually relevant for the public sector employee of a developing country like Nigeria. Further examples of such studies include Nyameh (2013) where only Maslow hierarchy of need was applied on organisational culture, human resource and employee performance. Another is Bawa (2017) where the researcher reviewed the application of Maslow’s hierarchy of needs theory and Adam’s equity theory on employee motivation and productivity.
The outcome of the review suggested ten strategies that management of organisations must employ so as to satisfy employees’ economic, psychological and social needs for enhanced employee performance; however, the research did not consider other theories. Anyim et al. (2012) also evaluated Maslow’s hierarchy of needs theory, Herzberg two factor theory, Alderfer’s ERG theory, McClelland’s achievement theory on employee motivation and employee performance of both private and public sector in Nigeria. These studies explicitly questioned the relevance of western developed theories of motivation on developing countries such as Nigeria.

An application of these theories has been a point of interest for researchers who focus on developing countries like Nigeria (Oghojafor et al. 2012). Other studies also looked at the application of these theories from different perspectives such as divergence, convergence, universality and situational, and it is on this understanding that culture is in reality the foundation of management arguments between Western culture and developing nations culture (Hoskisson et al. 2013).

Researchers with the divergence view argue that any theory that took its root from the western culture do not normally extend beyond the cultural limitations of the western countries (Hoskisson et al. 2013), the convergence point of view on the other hand argue the fundamental significance of the level of industrialisation in the for application or practice of the western developed management theories. The convergence views further suggest that the application of western theories may not be relevant to developing countries like African
because of the technical and economic problems in these nations instead of cultural limitations Hofstede (2011).

Therefore, prior to reviewing literatures on employee motivation, and along the line of thought on the significance of culture to this management practice; employee motivation as is the case with this study, it is important to note that culture varies from one society to another and each culture possesses its own distinctive meaning (Kastanakis and Voyer, 2014). In recognition of this fact, a ‘national or single culture’ does not exist in Nigeria as it is in the Western world due to the fact that Nigeria is a heterogeneous culture with multicultural, multi-ethnic, multi-religious and pluralistic characteristics, a nation made up of over three hundred ethnic groups (Onyibor, 2016).

Looking at the broadness of culture therefore, and in particular the heterogenous nature of the Nigeria culture as described above and in chapter two (2) of this study, the scope of this research will be on the culture of the Nigerian public sector as an organisation, and within the context of this study, the researcher will deal with culture as a socio-cultural environment, measured in terms of the attitudes, beliefs, norms and values which the employees of the Nigerian public sector have and hold on to according to the policy, rules and regulation of the sector. The research will examine how the sector organisational culture impacts on employee’s attitude and commitment to work and how this impact on the performance of employees in the public sector of Nigeria.
3.3.1 ORGANISATIONAL CULTURE

The universal business nature does not enable senior management employees to unconsciously expect that motivational plans or agendas that are successful in a particular organisation or geographic setting will be successful for application in another (Robbins and Coulter, 2017). Thus, application of theories in any organisation, demands that the management of such organisation must be sure that the motivational plans or agenda is suitable for the precise culture they are being applied to (Robbins and Coulter, 2017).

The fundamental principles that guides organisational culture relies on the motivation of employees to be innovative and take risks that leads to creativity, also that employees should pay attention to details as it determines organisational effectiveness, be result driven, people and team oriented, aggressively competitive and above all ensure stability (Robbins et al. 2010). Organisational culture is the aggregate impact of the basic assumptions, practices, norms, common beliefs and values of the employees within an organisation which controls employee performance, activities, relationship and collaboration to see if they are motivated, committed to ensuring the organisation targets and objectives are achieved (Groysberg et al. 2018).

The shared basic assumptions, practices, norms, common beliefs and values would be transferred to new employee of the organisation as the appropriate approach to observation, reasoning and feeling with regards to the problems to be solved. Deeper than behaviour and artefacts, organisational culture refers to the norms, values, beliefs, habits and informal unwritten standards of the organisation (Shelton et al. 2018). In most times it is also called
organisational condition or organisational unconscious norms due to the fact that some of the cultural aspects of organisations exist and operate unconsciously (Parkhurst et al. 2018).

It is the culture that affects and determines the way employees of the sector behave, a unique pattern of shared values, attitudes, rituals, beliefs, norms, expectations, socialisation, and assumptions (Armstrong, 2017). Culture in the case of this study therefore are the values, beliefs, underlying assumptions, expectations, and collective memories that employees of the Nigerian public sector share with regards to rules and regulations, policies, management and leadership styles, administrative approach, processes and procedures (Odor, 2018).

An instance is the religious culture of compulsory 5 times prayer observed mostly in the Northern Nigeria and the religious obligation of Friday Jumat prayers which happens during official work hours result to some employees’ failure to return to work for the rest of the day not minding the regular work closing hour. This exercise made Friday look more of a half day at work in the Nigerian public sector, especially in the Northern part, and it has in a way become part of the public sector organisational culture as other employees with different religious belief take advantage of the Jumat prayers for closing time. Such attitudes are transferred from one employee over to new employees who assume the practice as the public sector organisational culture.

In this way, these behaviours are fashioned over a period of time as employees cultivate attitudes to manage the condition and such strategy is being recycled and passed over to fresh employees. Such a behaviour obviously provides a mechanism through which employees interpret signals, events, and issues, also it represents an enduring belief that a given norm of
behaviour is preferable over an opposite norm (Bourne et al. 2017). It is a behaviour that becomes a combination of social customs which determine the perspective for relationship and dictates employees’ behaviour and communication (Massaro et al. 2014). These social norms impact subsequently on employee behaviour as they form the basis of social control which defines appropriate behaviours and attitudes displayed by employees (Corritore, 2017; Grant and Berg, 2010).

Organisational culture uses a considerable influence on organisational behaviour, especially in the areas of efficiency, effectiveness, and commitment, this implies that the development of an appropriate corporate culture will lead and guide organisations in the right direction to develop motivation programmes which will help to achieve the required level of performance needed from employee. Therefore, this study is set out to consider how the organisational culture of the Nigerian public sector which accommodates three dominant ethnic groups (Hausa, Ibo and Yoruba) with three distinct culture through the establishment of a uniform organisational policy, rules and regulations influence the motivation of employee in a work environment where there is high expectations for growth, positive reaction to discharging responsibility, and organisational success.

3.4 WESTERN PERSPECTIVE OF PUBLIC SECTOR EMPLOYEE MOTIVATION

The above limitation of the theories and other concerns have been the basis of arguments that employees in the public sector have a different motivation for performing their work when compared to their counterparts in the private sector. In the North American context; the Public
sector was an “attraction to politics and policy formulation”, “pledge to the interest of the people”, “empathy”, and “selflessness” (Anderfuhen-Biget et al. 2010).

Therefore, public sector motivation refers to an employee’s preference to respond to purposes exclusively grounded in public institutions based on the fact that public sector was established to execute government programmes and also maximise social welfare through health, education, housing, agriculture and any other welfare programmes as deemed fit by the government (Ukeh and Kwahar, 2012). Empirical research on public sector motivation has led to several developments in the field of motivation, and this has attracted an increasing attention of human resource professionals, scholars and public concern in recent times (Austen and Zachy, 2015).

The developments and focus on motivating public sector employees are traceable to the revolution in the global public management, a move which is a result of continuous effort to increase the constant heights of productivity, service emphasis and responsibility of the sector (Kobia, 2015). The steady failure of the financial incentive patterns adapted from the private sectors in the early late 1970s draws keen attention to employee motivation in the public service, and the constant consideration given to the values of bureaucracy as an institution (Petrovsky and Ritz, 2014).

Taking another instance from the effort by the European Union countries to reform the European public sector in the 1980s, private funding was encouraged for public venture undertakings, also substantial market components was presented to the institutional framework that regulates public organisation’s operations (Rashid and Rashid, 2012). The
Motivation becomes vital in workplace as the twenty first century employees are more informed of their rights and it is a general believe that a motivated employee can display a reasonable level of productivity, but the major problem has been how to adequately motivate the employees in this sector? (Dartev-Baah, 2010). Therefore, public sector motivation is “an employee’s tendency to react to aims built predominantly or exclusively in public organisations” (Petrovsky and Ritz, 2014). Both researchers in a study identified a classification of motives associated with public sector which include rational, norm based and affective motives.

A measurement scale was developed that condensed the motives classification to four dimensions as mentioned earlier: attraction to public policy formulation, commitment to the public concerns and duty, empathy, and selflessness (Petrovsky and Ritz, 2014). Common features that occur severally across motivation definition are psychological processes that are responsible for individual behaviour. These processes are based on freedom of choice (Makhoul et al. 2015). Motivation in consequence is the force that cause individuals to deliberately and unswervingly pursue one or more specific goals. And talking about public service motivation, this goal has to do with ensuring the comfort of the people (Austen and Zachy, 2015).
The public sector motivation represents both an idea and an ideal, a fundamental HRM concept in the public sector (Vandenabeele, 2014). It is described as “beliefs, values and attitudes that are beyond personal and organisational interest, but concerns a larger political entity, and that motivates individual’s behaviour in that direction whenever appropriate (Vandenabeele, 2014). Public sector motivation has severally been linked with job satisfaction and organisational citizenship behaviour (Anderfuhrten-Biget et al. 2010), organisational commitment (Taylor, 2014), organisational and individual performance (Petrovsky and Ritz, 2014).

Though the empirical evidence linking public sector motivation with these are very little, it has been further argued that public sector motivation is grounded towards achievement of the values and goals of the public sector as they form part of the identity of certain public employees and at the same time determine and justify their behaviours (Frey et al. 2013). Public sector motivation is an individual’s orientation to delivering services with a purpose to display positive behaviour to the society (Austen and Zachy, 2015).

3.5  MOTIVATION THEORIES

Motivation is classified as Intrinsic and extrinsic (Armstrong, 2017). Intrinsic motivation arises from self-generated factors that influence behaviour, an activity performed by individuals such as work autonomy, career development, challenging work. It can also be enhanced by job design. Extrinsic motivation deals on a situation where things are done to or for people to motivate them. It emanates from external factors such as increased pay, benefits, promotion, working conditions, and disciplinary actions etc. These have immediate and powerful influence
on employees but do not or may not necessarily be for an extended period of time (Armstrong, 2017).

The perception of motivation is multidimensional; yet, the unifying essentials of this perception includes: what energises behaviour, what instructs the behaviour and how the behaviour is recycled over and again? (Mohammed and Eleswed, 2013). Where an employee possesses intrinsic motivation, it implies such employee performs work through keen attention and delight. Such employee tends to be committed and occupied with work, and their work is performed with enthusiasm and interest, determined for best output as well as self-reward which in turn improves employee skills and competencies (Zhao, 2015).

Contrary to intrinsic motivation, extrinsic motivation is influenced externally. The influencers of extrinsic motivation include competition, appraisal or discipline (Dewani, 2013). Based on this premise, motivation theories have played a good part in ensuring that organisations create a highly motivated work force through efficient management practices. The theories explain the motive behind individual behaviour and advise managements on factors and strategies to put in place to get the best level of commitment to work out of employees. However, due to how complex some issues are when considering employee motivation, it has not been an easy task for management to motivate their employees towards the expected level of performance. A question that poses a serious problem when attempting to find a reliable answer to is “what motivates workers to perform effectively?” (Band et al. 2016).

Theories of motivation assist in the determination of varying factors as a result of different experiences and consequences that motivate different individuals. Motivation theories
complimented one another and are perfect approach of recognising elements that drive employees towards a certain conduct (Armstrong, 2017). Motivation theories developed amid the 21st century is the earlier approach driven by the traditional, human relations and human resource, and the modern-day approach which is driven by content theories and process theories (Daft, 2010). Armstrong (2017) put forward six leading motivation theories namely: Reinforcement, Instrumentality, Content or needs, Process or cognitive, Herzberg’s two-factor (motivation and hygiene) and McGregor’s theory X and theory Y. These are discussed further below.

3.5.1 EARLY APPROACH TO MOTIVATION

Research on motivation is traceable to the era of the traditional approach, initiated by Fredrick Taylor. Taylor argued that financial incentives were the perfect or appropriate method to drive motivation and performance of employees (Daft, 2010). Contrary argument in this regard viewed financial incentive as a momentary device to accomplish anticipated outcomes (Ude and Coker, 2012). Researchers have severally condemned the utilisation of only financial incentives in the motivation of employee as organisations can as a result be confronted with employees contending for financial incentives, reduced employee confidence, and discrimination consciousness (Gupta and Shaw, 2014), and eradication of innovativeness (Ude and Coker, 2012). 'Motivating employee for financial incentives only creates an environment where the sole aim of employee is financial incentives' (Wickramasinghe and Dabere, 2012).

Following the traditional approach, as suggested by Elton Mayo between 1924 to 1932, is the human relations approach by Hawthorne examination posit that non-financial incentives such
as a sense of belonging and appreciation are good enough factors to motivate employee (Aworemi et al. 2011). As indicated by this investigation, the sole responsibility of leadership in organisation is to influence employees’ way of thinking, so they can see themselves important and to acknowledge their contributions to decision-making.

In any case, this assumption is not free from condemnation as its concentration is on employee satisfaction by the fulfilment of their social level of need, and all other essential aspects of motivation were ignored (Norman et al. 2015). To address this weakness, another approach called the HR approach was developed. The HR assumption further promotes the financial and non-financial way to deal with an entire individualistic approach where employees were expected to work normally and add to the institution of reasonable targets (Gitamo et al. 2016). The right or suitable management strategy, physical workplace, and work design are relevant essentials that deliver motivation (Lawter et al. 2015).

A shortcoming of the traditional approach is the consideration of single or multiple factors of motivation separately, while contemporary approach put forward that employee can be motivated by different factors (Usman and Dugguh, 2014). The traditional motivation theorist created a platform for contemporary motivation theorist to expand the investigation of motivation (Mohammed and Eleswed, 2013).

3.5.2 REINFORCEMENT AND INSTRUMENTALITY

Reinforcement process has been generally called ‘the law of effect’ due to certain experiences gained in the process of attempting to satisfy needs. It is expected of every employee to understand that certain actions or activities aid the achievement of their goals while other
actions do not, and there are possibilities that these actions may result in rewards while others result in failure or punishment. In the development of the reinforcement theory, achievement of goals followed by matching rewards encourages positive motivation and reinforces successful behaviour, which is possibly repeated over again anytime a similar or related need comes up (Balas-Timar, 2015).

The reinforcement theory can be linked to expectancy theory in this case as the concept suggests that employee behave in ways, they expect will produce positive outcomes. Reinforcement theory is explained as motivation that leads to repetition of specific employee behaviour, and the instruments of this theory include encouraging positive reinforcement, avoidance learning, discipline which may lead to termination (Daft, 2010).

Positive reinforcement is compensating or rewarding an employee with a fascinating outcome following anticipated conduct. A decent case of positive reinforcement is prompt acknowledgment or recognition of a staff timely resumption to work or contributing additional work or sacrificing extra hours towards the achievement of team or departmental goals. Therefore, compensating any employee for such commendable behaviour with a fascinating outcome will improve the probability of that conduct being repeated. Fascinating outcome referred to here may be either financial or non-financial incentive. As a matter of fact, positive reinforcement through non-financial incentives, such as encouraging feedback, is in most cases as significant as financial incentives (Lunenburg, 2011).

**Instrumentality** theory is founded on the principles of reinforcement according to the work of Leslie (2017). It emerged with emphasis on the need to rationalise work and economic
outcomes. The theory assumes that employees tend to perform better if rewards (financial or non-financial incentive) and penalties (discipline or termination) are directly tied to effective performance. Emanated from the scientific management methods of Taylor in the 1911, instrumentality theory states that it is impossible to have employee commit to harder work unless there is an assurance of a significant and long-lasting increase in pay as part of financial incentives.

This theory has over the years been in practice in the Nigerian public sector as employees are conditioned to either work or forfeit their pay, hence the common saying of the Nigeria government towards its employees is “No work, No pay” (Okafor, 2014). This approach to employee motivation to date has been and still widely adopted by several governmental organisations across Africa and without the exception of Western countries especially where hourly wage system is practiced. It can therefore be concluded on the premise of the above that the instrumentality theory assumption emphasises that employees only work for financial incentives (Okafor, 2014).

Expectancy theory of motivation is of the opinion that financial incentives, as a relevant motivation factor that enhances employee’s commitment to work, will motivate employee to the point where it is seen as an important factor to individual employee satisfaction, and also as being dependent on performance criteria (Aworemi et al. 2011). There are also non-financial incentives according to Locke’s goals setting theory (feedbacks, time limits to achieve set goals, subordinate’s participation in goal setting, commendation or punishment) which are also very relevant to motivation in the public sector. For the purpose of relevance of incentives to this
study, it is therefore important to consider incentives (financial and non-financial) further as a possible factor that could affect employee motivation in the Nigerian public sector.

3.5.2.1 INCENTIVES

Incentives are given to encourage employee commitment and performances towards the discharge of clearly communicated roles, responsibilities and goals attached to employee’s employment contract as set by organisations (Oloke et al. 2017). It is a direct and indirect form of compensation tied to wages and salaries but differ according to organisation priorities: employee’s commitment in relation to excellence delivery of tasks; organisations overall performance initiated by individual employee or team successful task delivery; retaining best fit and organisation’s rare talents (Martocchio, 2011). However, insignificant percentage of public sector studies have argued that performance-related pays is recognised as a formal incentive measure to encourage employee towards commitment to work and performance. And for a larger percentage of such studies, it had not only failed to motivate but also led to broken or ruined teamwork relationships among employees (Bajorek and Bevan, 2015).

3.5.2.1.1 INCENTIVES CLASSIFICATION

Incentives are of different types according to many studies, but financial and non-financial incentives are two major ones that impact on employee’s motivation and have significant effect on employee performance towards organisational prospects (Al-Nsour, 2012). Incentives are motivational instruments aimed at getting the best performance out of employees, to retain organisation best fit talents and for improved overall performance and success of the
organisation (Arnold, 2013; 2016). The classification of incentives is presented in the figure 3.1 below.

![Figure 3.1 Incentives classification (Pattanayak, 2014)](image-url)

3.5.2.1.2 FINANCIAL INCENTIVES

Financial incentives are tools employed by organisations to hire and keep their best fit, it is also a form of payment and reward system that is directly or indirectly tied to certain levels of employee’s commitment and outstanding performances (Hariprasad and Ajith, 2017). Financial incentives are in the form of salary, retirement plans, leave allowance, profit sharing, compensation, transportation allowance, medical allowance, overtime pay, performance bonuses, insurance etc. (Pattanayak, 2014). Financial incentives are financial payments such as payment packages, increase in payment, and economic awards provided to motivate employee towards improved and enhanced productivity and high performance (Naldöken et al. 2011).
Financial incentive packages for employees play a major role in organisational success and survival (Lawler III et al. 2012). This factor goes a long way to determine employee’s commitment and attitude to work and lack of attention to incentive packages pose a threat to employee commitment, productivity and performance as employees need adequate financial incentive plans to be proactively motivated with the right work attitude which in most cases lead to increased performance (Dixit and Bhati, 2012). Employee performance is to a large extent influenced by the incentives plans that the organisation puts into practice and employee motivation and performance can be improved if these incentive plans put into place are proportionate to employee commitment to work (Osibanjo et al. 2012; Mark, 2011).

Financial incentives have been seen by researchers and practitioners to play a major role in the motivation of employee (Naldöken et al. 2011), some studies however, argued they only play short-term role on the levels of employee motivation (Harunavamwe and Kanengoni, 2013). Financial incentives serve as a “scorecard” that influences individual employees to weigh his or her value in the organisation compared to one another, and also as a standard of exchange which individual employees use to purchase whatsoever “need satisfying” things they desire (Robbins and Judge, 2018).

3.5.2.1.3 NON-FINANCIAL INCENTIVES

Harunavamwe and Kanengoni’s (2013) argument on comparing financial and non-financial incentives arrive at a premise that non-financial incentives give long term motivational effect on employees as against the short-term motivational effect of financial incentives even with the important role it plays on employee motivation. Non-financial incentives are more concerned
with moral motivation to serve in the interest of the community (Rupia et al. 2012). Non-financial incentives according to Locke’s (1968) goals setting theory (subordinate’s participation in goal setting, feedbacks, time limits to achieve set goals, and commendation or punishment) are also important key instrument to be considered important and relevant to motivation in the public sector.

While research has demonstrated that low productivity could be enhanced by the availability of financial incentives for public sector employees, similarly, studies revealed the relevance of non-financial incentives towards improving employee motivation in the Nigerian public sector (Tongo, 2011; Elumah et al. 2016). Incentive that contributes towards a consciousness of own expertise as against the incentive that contributes towards the attainment of control over subordinates can successfully stimulate intrinsic motivation (Murayama and Elliot, 2012). With attention to the instrumentality and expectancy theory of motivation, further supported by Locke’s goal setting theory, this research is set out to find out if financial and non-financial incentives affect employee motivation in the Nigerian public sector.

3.5.3 CONTENT OR NEEDS:

Content theory is concerned with factors that encourage employees’ behaviours in relation to work. Major theories in this category which include Abraham Maslow Hierarchy of needs, Fredrick Herzberg Two factors theory, McClelland’s acquired needs and Alderfer’s ERG theory. Content or needs theories will help address basic underlying needs of the Nigerian public sector employees by defining factors to satisfy these needs (Buchanan and Huczynski, 2010). Considering the need theories, the researcher attempts to focus on the internal factors that are
responsible for individual employee behaviour in the Nigerian public sector, and how these internal factors are influenced by external or environmental factors irrespective of the strong or weak nature of employee needs.

3.5.3.1 MASLOW’S HIERARCHY OF NEEDS

This theory is of the school of thought that believes that an employee is a craving animal and employee behaviour is motivated by unending wants as arranged by Maslow in order of hierarchy (Gitamo et al. 2016). Maslow (1954), cited in Johnstone et al. (2012) argued that the various needs of employee can be categorised into five (5) and it begins with the basic needs and grow into higher needs. His argument laid emphasis on the premise that man is basically a “working animal” whose life is predominantly controlled in the direction of satisfying his various needs.

Maslow theory is based on assumptions that humans have needs which are arranged according to how important they are in order of importance. Then they move from one particular hierarchy of need to another when the lower hierarchy of needs are satisfied. The five Maslow needs hierarchy shown in figure 3.2 below consist of Physiological needs which deals with individual material needs such as food, shelter and clothing; security and safety needs that deals with safe working condition, job security and unpolluted environment; social and belongings needs which deals with interpersonal relationship and services such as clubhouse membership registration; status and esteem needs that concerns seeking responsibilities and opportunity for performance in work place. Self-actualisation needs which focus on fulfilment.
At every time and level, people always have needs, and when one need is satisfied, another need steps in place (Hakkak et al. 2015). This implies the human needs are never ending; it ranges from one level of satisfaction to another. The moment a particular need of an individual is met, the next major need becomes prevailing, and the employee works towards its satisfaction (Shahrawat, 2017).

Arguments surrounding this theory pointed to the fact that it generates misunderstanding amid ideals and desires since individual employees may have different order of needs which may not follow the established order of needs. Maslow’s hierarchy of needs distinguished between higher and lower order needs; hence, physiological and safety needs are grouped as lower order needs while social, esteem and self-actualisation are referred to as higher order needs. Maslow indicated that employee move up these needs’ hierarchy, and to ascertain an individual’s motivation, it is necessary to know the level of hierarchy such individual is and
focus on satisfying those needs. As soon as a lower order needs are substantially satisfied, the next need becomes dominant (Robbins et al. 2017).

In any case, to employees who have zero chance of climbing high on their career, the total fulfilment of their essential needs may mean self-actualisation (achievement, ability to meet potentials). Therefore, this becomes a logical inconsistency of Maslow hierarchy of needs in light of the fact that he was constant with his argument that when one lower level of need is fulfilled, another level of need will emerge. This process of human unending wants keeps recycling until all needs are met.

This theory becomes unrealistic as employees will likely not follow the needs order progression (Armstrong, 2017). Maslow was of the opinion that employee get motivated through their desire for achievement and conditions for their satisfaction which is not different in the case of the Nigerian public sector. Standing out as the most popular motivation theory, Maslow’s hierarchy of needs despite all criticisms still remains the most dominant theory for managements of organisation to appreciate the factors that motivates employee (Armstrong, 2017). The assumption likewise upholds the factors cited earlier by the traditional, human relations and HR approach.

The implications of Maslow theory of need provided valuable insights for the leadership of public sector organisations to define how to motivate employees by developing practices targeted at satisfying emerging needs, implement plans that will support employees in dealing with stress, especially at challenging times and spend quality time to recognise the needs of the respective employees. Public sector managements have the responsibility to create a proper
enabling environment where employees can progress to their maximum potential, failure to deliver such enabling environment would lead to increased employee frustration, which could result in a poorer productivity, lower job satisfaction, and high employee turnover (Kreitner and Kinicki, 2012).

Therefore, to meet both lower and higher needs, incentives (financial and non-financial) as indicated by Locke’s goal setting theory becomes important to positively influence intrinsic motivation (Murayama and Elliot, 2012). The theory of instrumentality and reinforcement also becomes relevant as positive reinforcement through non-financial incentives which in most cases is as significant as financial incentives, is necessary to achieve the low and high levels of needs put forward by Maslow (Lunenburg, 2011). This research is therefore set out to find out if financial and non-financial incentives affect employee motivation in the Nigerian public sector.

3.5.3.2 ALDERFER’S EXISTENCE, RELATEDNESS AND GROWTH THEORY

Alderfer developed Maslow’s hierarchy of needs further into existence, relatedness and growth (ERG) (Boddy, 2014). Existence needs comprise of “physical and emotional security, while relatedness needs are concerned with social relations, and growth needs are the development of individual potential” (Hinojosa et al. 2017). Alderfer’s ERG theory is founded on impressions that are not often anticipated as employees have differing perspectives (Hinojosa et al. 2017). However, Alderfer’s ERG theory incapacitates the drawbacks of Maslow needs hierarchy while it adopts an understanding that is dependent of the fact that needs of employee can be addressed concurrently (Martin and Fellenz, 2010).
It further approves that it is not mandatory to respect the needs order before satisfaction can be achieved. However, the major limitation of Alderfer’s ERG theory is on the premise that its usage is limited in different organisations as well as countries with cultural differences (Alhaji and Wan Yussof, 2012). Nevertheless, the criticism of the Alderfer’s theory remains insignificant compared to Maslow’s hierarchy of needs theory due to the fact that the framework is flexible enough to describe employee behaviour (Gitamo et al. 2016).

3.5.3.3 HERZBERG’S TWO FACTOR THEORY

Frederick Herzberg’s two factor theory are Hygiene and Motivation factors, they are both established on the conception of intrinsic and extrinsic factors to motivate employees. According to this theory, extrinsic factors which includes work environment are referred to as hygiene and can lead to dissatisfaction as the factors endeavour to maintain zero workplace dissatisfaction (Huczynski and Buchanan, 2017a; 2017b).

Intrinsic factors contribute towards higher employee and organisational performance since they are directly tied to the job itself (Huczynski and Buchanan, 2017a; 2017b). Intrinsic factors are principal trigger of satisfaction, and where hygiene factors are lacking, individuals tend to be unhappy (Owler and Morrison, 2015). The satisfaction process of Herzberg theory is further explained through figure 3.3 below.
As defined by Herzberg (1966), cited in Weiner (2012) and shown in figure 3.3 above, the two-factor theory includes:

- “Hygiene factors – include financial incentives, security, job status, working environment and conditions, leadership quality, policy, interpersonal relations, welfare schemes etc.
- Motivation factors – include having a sense of achievement, recognition, responsibility, nature of work, and growth”.

Herzberg’s two factor theory was challenged precisely for the critical incident technique employed in the collection of data. Herzberg’s two factor theory was also unacceptable on the grounds that recognition and financial incentive such as salary operates as motivation factor and at the same time hygiene factor (Qureishi and Sarki, 2014).

Moreover, the dissimilarities amid the different factors remained unclear. For instance, any rise in financial incentives was believed to proportionately motivate in the same way restructuring
or painting the physical work building would (Ghazi et al. 2013). Although the Herzberg theory have been given negative attention, it still stands as the only experimental study of motivation explicitly related to work organisations and in a statement clearly understood by managers (Mullins, 2010).

This research is therefore set out to find out if hygiene factors which include incentives (financial and non-financial), working conditions, company policy, administration, job security and environment (organisational culture), job status (length of employment and grade level), interpersonal relations, quality of supervision (leadership style), and motivation factors which include having a sense of achievement and recognition (leadership style), responsibility, growth, nature of work (organisational culture) affect employee motivation in the Nigerian public sector.

3.5.3.4 McCLELLAND’S ACQUIRED NEEDS

Individuals are not born with needs but acquire needs through experience from occurred events (Salhi, 2018). Equally, these motives acquired through childhood experience are quite difficult to alter in adulthood (Barbuto and Gifford, 2012). The McClelland theory remains credible because it expresses consistency to the largely accepted motivation theories of Maslow, Herzberg and Alderfer.

McClelland in the 1961 and 1965 publications titled “The Achieving Society”, the theory’s attention was on three distinct needs: power, affiliation and achievement. The definition given to the desire for power is to influence or encourage people to behave in a way that they would not have behaved in the first place. Affiliation refers to the need for a friendly and intimate
relationship while achievement was defined as a pursuit to achieve a set of standards and succeed. People with high-pitched desire for affiliation give more time to social relationships maintenance. However, individuals who have high desire in this kind of need are in most cases not the most effective employee due to difficulty in making challenging decisions without worrying about subordinates’ reaction (Kreitner and Kinicki, 2012).

Any employee that possesses a high necessity for accomplishment will be motivated by factors which include challenging targets, whereas another employee that possess a high necessity for affiliation will get motivated by making relationships with other employees at work (Salhi, 2018). In the same direction, an employee that possesses high necessity for power will channel it towards gaining control. For example, considering the multicultural nature of employees in the Nigerian public sector as highlighted in chapter two of this study, an Igbo employee who has need for achievement will be motivated by setting challenging goals whereas a Yoruba employee with need for affiliation will be motivated by establishing relationships at work and a Hausa employee with need for power will be motivated by gaining control.

McClelland theory is of the assumption that high ranking managers should possess high need for power alongside a reduced need for affiliation (Kreitner and Kinicki, 2012). In addition, McClelland’s theory opined that employees may offer distinctive priorities to specific needs and the fact that the employee has a specific need does not imply the same employee cannot have another need (Armstrong, 2017). McClelland’s proposition supports that high achievers are more likely to be successful entrepreneurs. This is a close description of a Nigerian public service Ibo employee as described in chapter two and above. McClelland propose under the
achievement theories that motivation and performance adapt in line with the strength of a need for achievement and is expressed as an aspiration to achieve something difficult (Kreitner and Kinicki, 2012).

The relevance of the McClelland theory to the Nigerian public sector on the basis of employees who show a “need to achieve” behaviours faces a major challenge in its application based on the assumption that employees with this behaviour are internally motivated (intrinsic motivation). Difference in preferences makes the application complicated on the premise that what motivates a Yoruba employee is different from what motivates an Ibo employee and same applies to Hausa employee in the Nigerian public sector.

Therefore, the application of this preferences to the Nigerian public sector may be quite difficult as the employees of the sector is made up of people from three (3) unique cultures (Hausa, Ibo and Yoruba). Therefore, this research is set out to look at how the organisational culture which accommodates these three distinct cultures through policies, rules and regulations contained in the constitution and employee handbook affect employee motivation.

3.5.4 PROCESS OR COGNITIVE

Process theories focuses on the way employees think their behaviour is energised, directed, and maintained towards their motivation (Vitai, 2016).

3.5.4.1 ADAMS EQUITY THEORY

Adams equity theory was initiated through the study of J. S. Adams in 1965 and founded on employee personal judgement. It assumes that if employees believe the reward accrued from
work is unfair, they would be de-motivated, and if on the contrary the reward accrued from work is fair, employees would be motivated (Karyotakis and Moustakis, 2014).

Adams asserted that employee experiencing unfairness in incentives will be motivated to regain the mindset of fairness, that is accomplished through negotiation for higher incentives, contribute less, replacing the purpose of comparison, or leave the job. Equity theory recognises that employees are not only concerned with the magnitude of rewards received from efforts or commitment to work and task, but the relationship between the magnitude of this reward compared to what is accrued of other employees on the same work performance or achievement.

The theory believes that employees compares their inputs (commitment, experience, education, competence and skills) and outputs (incentives, grade levels, pay increases, recognition, promotion and other factors) with their colleagues within or outside their organisation (Hitt et al. 2012). Tension is normally created when employees discover an imbalance in output towards their commitment compared to other employees in the same task within or outside their organisation (Robbins and Judge, 2018). This tension according to Robbins creates a platform for motivation as individuals strive for what they perceive as equity and fairness.

Karanja et al. (2014) put forward that there are three main assumptions associated to equity theory. First, the theory holds that employees cultivate philosophies of what constitutes a fair and equitable benefit for their contributions to doing their jobs. Second, emphasises that individuals or employees manage to compare what in their opinion is the exchange they
deserve from their employers. The last assumption holds that when an employee believes that the treatment gotten from his or her contribution to work is not equitable relative to the input of others employee, they will be motivated to react and take actions they deem appropriate. Notwithstanding the different disapproving arguments, equity theory is still a valuable instrument for employee motivation and contributes to this research by defining how leadership impartial treatment and fairness in the apportionment of financial and non-financial incentives impact on employee motivation.

3.5.4.2 VROOM’S EXPECTANCY THEORY

Vroom expectancy theory among others is concerned with the choice employees makes in relation to work. It emphasises that each individual is responsible for any chosen strategy employed in order to achieve his or her stated objectives and goals. Expectancy theory suggests that motivation enhances certain behaviours in the direction of desired patterns of expected outcomes (Kreitner and Kinicki, 2012). The theory argues that the possibility of certain behaviour depends on the possibility of an expectation that such behaviour will be preceding an expected outcome that looks appealing and desiring to individual employee (Chi-Ho, 2015; Al Araimi, 2013).

Vroom’s theory holds that the “choices made by a person among alternative courses of action are lawfully related to psychological events occurring contemporaneously with the behaviour” (Eberendu and Kenneth-Okere, 2015). This implies that employee’s behaviour is a result of their conscious choices among available alternatives, and these choices are systematically associated
with psychological processes, particularly awareness and the formation of beliefs and attitudes (Berumen, 2016).

The theory holds that motivation is a combined function of an individual’s awareness that his or her efforts will amount to performance and also of the perceived interest of the outcomes that may result from performance. For instance, extrinsic rewards such as increase in financial incentives will be seen as a motivator only in a situation where employee recognises its value and makes equivalent efforts towards its achievement (Armstrong, 2017).

**Figure 3.4 Vroom’s Expectancy theory (Mutonyi and Kavivya, 2018)**

As depicted by figure 3.4 above, the three mental mechanisms that are seen as initiating and controlling behaviours according to Vroom’s theory are called Valence, Instrumentality, and Expectancy. Eberendu and Kenneth-Okere (2015) defined valence as the affective (emotional) beliefs that employees hold regarding outcomes. In this regard, outcome is taken to be positively valent for any employee who would either desire having it or not. This implies that there is emphasis on the extent of motivation and the outcome of performance.
Performance in this sense is defined by Vroom as the extent individual employee thinks that performing at a particular level will lead to the attainment of a desired outcome. Commitment to a particular task or work results in a variety of outcomes directly, and some indirectly. According to Eberendu and Kenneth-Okere (2015), an outcome is positively valent if an individual believes that it holds high instrumentality for the acquisition of positively valent consequences and the avoidance of negatively valent outcomes. Expectancy is the strength of an individual’s belief about the possibility of a particular outcome.

Ojokuku (2013) put forward and equation for the expectancy theory of Vroom as MOTIVATION = VALENCE X EXPECTANCY. Motivation in the equation expresses the strength of an employee’s motivation, valence refers to the strength of an employee’s performance for a precise outcome and expectancy will amount to a desired outcome. The result of a particular behaviour is expressed as outcome while instrumentality is the connection amongst the first level result and second level result where the second level outcome can vary between +1.0 and -1.0. Ability means individual capacity to perform a task. This expresses the interrelatedness in human needs. Other needs are being given attention while attempt is made to satisfy one need.

Ojokuku (2013) buttress Vroom’s theory further by developing an assumption that addresses two (2) issues: The first is what factors define the effort an employee contributes into any particular task? The second is what factors defines the relationship that exist between effort and performance? The assumption focused on the use of effort, performance, role perception, abilities and value of rewards. The assumption implies that employee performance is defined by employee’s personal aptitudes and understanding of functions, including environmental
constraints. This study will therefore see the relevance of expectancy theory in relation to how incentives and rewards impact employee effort and attitude to perform and complete a task successfully as a result of motivation or the lack of it.

3.5.4.3 EDWIN A. LOCKE’S GOAL SETTING THEORY

This theory is of the school of thought that believes employees are satisfied when there are specific goals to be achieved (Robbins and Coulter, 2017). Employees that are driven by high level of achievement, according to Maslow and McClelland, will be encouraged when faced with relatively challenging tasks and targets. An individual’s involvement in the design of a goal is likely to produce and provide an increased motivation towards the achievement of that goal. However, it has been argued in some circumstances that employees work better in circumstances where management design the target (Pepe, 2010).

Motivation is enhanced when employees get feedback on any task undertaken (Maheshwari and Vohra, 2018). Feedback is mostly not effective, but monitoring personal progress brings about improved work motivation. Feedback that encourages employee expertise as against feedback considered for gaining control over subordinates in most times influence intrinsic motivation (Murayama and Elliot, 2012).

Goal setting theory describes motivation as important factor for leaders when designing appraisal structures and related performance management approaches (Boddy, 2014). Thus, motivational factors assumed from this theory are “goal setting, challenging tasks, and feedback”. Maheshwari and Vohra (2018) argues that goals setting theory (feedbacks, time limits to achieve set goals, subordinate’s participation in goal setting and commendation or
punishment) also supports incentives (financial and non-financial) which can serve as positive feedbacks and also very relevant to motivation in the public sector. For the purpose of this study, it is therefore important for this study to consider if incentives (financial and non-financial) and leadership styles as a form of feedback needed by employee for improved performance affect employee motivation in the Nigerian public sector.

3.5.4.4 MCGREGOR’S THEORY X AND THEORY Y

Management of organisation require two approaches to leadership to deal with employees (Lawter et al. 2015). Theory X opined that employees are lazy and will avoid responsibility except they are compelled, Theory Y argument is based on the assumption that employees have to be controlled and threatened before they perform tasks as expected (Jamaludin, 2011).

McGregor considers theory Y leaders as those who only see and think employees concern is centred around their organisation, responsibility, and self-control. Leaders in this category are practically flexible and trust their subordinates or employees (Lawter, 2015). Theory Y assumes that employees contribute to a participative decision-making work environment positively, and the organisation eventually benefits from such employee commitment because employees have the opportunity to be innovative (Russ, 2011).

Theory X still stands as a necessary approach to employee motivation and management as it positively influences organisations towards meeting targets, and the theory is likely to be more relevant in certain industries or geographical locations (Arslan and Staub, 2013). As assumed by this theory, leadership plays a major role in the way employees commit to tasks and how they are motivated to discharge responsibilities as well, therefore, in this study, leadership styles will
be given keen consideration as a factor that can affect employee motivation and will be discussed further.

3.5.4.1 CONCEPTUALISING LEADERSHIP

Leadership is a management term that to date is still a fundamental subject in the public service after the two decades of New Public Management but the transferability of the styles of leadership from the private sector to the public sector lacks empirical evidence (Kasim, 2013). However, individuals, scholars, and professionals agree on the point that leadership styles play a key role in the efficiency and effectiveness of organisations to public administrations as much as it does to private enterprises (Ahmad, 2014). The recent attention to the importance of public sector leadership is even set to grow further in the future.

In spite of the above emphasis that the success of any organisation depends on the leadership (Nnablife, 2010); yet the post-independence Nigerian public sector continues to deal with unproductive leadership (Felix et al. 2015; Adebisi, 2012; Adeyemi, 2012; Iheriohanma, 2011; Adesopo, 2011). The Nigerian public sector was established as the government instrument for policy implementation, but over the years after independence, the sector has been plagued with leadership incompetence and misconception of leadership to be rulership, thereby creating a significant gap in the relationship between managers and subordinates (Adanri, 2016; Mora and Țiclău 2012; Ogbeide, 2012; Felix et al. 2016; Iheduru, 2016).

Imhonopi and Ugochukwu (2013) put forward that Nigeria is abundantly endowed with human and material resources that are good enough to facilitate development and progression. But the country since post-independence still struggle within the league of poor, morally
impoverish, crisis-driven, infrastructure putrid and leadership deficient underdeveloped nations. The ineffectiveness of the Nigerian public sector described by Imhonopi and Ugochukwu has been characterised to be as a result of the style of leadership (Sorunke, Omojola and Adeleke, 2016; Adanri, 2016; Iheduru, 2016; Murtala and Marshall, 2015; Ejimabo, 2013; Ogbeide 2012; Okonjo-Iweala, 2012; Sanusi, 2012).

A major concern associated to the several reforms established by the government to improve overall effectiveness of the public sector is if leadership approach could be one of the factors responsible for the failure of the Nigeria government reforms? As various studies such as Felix et al. (2015); Adebisi (2012); Adeyemi (2012); Iheriohanma (2011); Adesopo (2011) have pointed out that leadership ineffectiveness, absence of ethical practices, unfeasible development strategy and lack of ethical behaviour hinder development of the Nigerian public sector.

Leadership involves the use of power for the success of employees and the organisation and also practices which get employees dedicated (Jamaludin, 2011: Raelin, 2011). The best leadership style involves the use of personality to influence employees’ job satisfaction and performance (Lian et al. 2011). It is getting individuals or a group of people to accomplish a task they do not plan to do or chose not to do, a task they do not believe in their capacity and ability to do or they just do not want to give it a go (Mohamud et al. 2013). According to these explanations, leadership style is therefore the kind of ability, skills or behaviour displayed by a leader when dealing with subordinates or colleagues.
Organisations today including the Nigerian public sector face global competition which calls for
global expansion to meet up the demands for success. Therefore, emphasising organisational
leaders to be the major drivers of employee motivation as well as employee performance have
been stated and reiterated in the pursuit for success in the constantly changing global
corporate environment. The style leadership employs in the management of employees in any
organisation plays a major role in motivating employee performance. A major challenge faced
by organisations as a result of the constantly changing environment demands a leadership style
that could respond appropriately to these changes with swift resourceful solutions (Mohd
Yusop and Azam, 2014).

There are individual objectives and goals which are assessed alongside organisations’
leadership and management practices; employees’ decision to remain with utmost level of
commitment to the organisation depends solely on the ability of the organisation to create an
enabling environment for the achievement of these predetermined objectives and goals. These
arguments are pointers that the styles or approach of leadership points towards employee
productivity which ultimately may impact the success of organisations. This therefore suggests
that leadership style may not necessarily influence employee performance but may stand as a
major substance to the overall success of organisations.

3.5.4.2 THEORIES AND STYLES OF LEADERSHIP

Until about the 1930s, there was no significant academic interest on leadership, the early
interest includes: Fredrick Taylor (1911) - the scientific management focus (time/motion studies
of productivity), Max Weber (1947) - the bureaucratic focus (power obtained as a result of the
leader’s position) (Nikezić et al. 2012), and Mary Parker Follet (1926) – participatory management “power with” a team rather than “power over” a team). Leadership is concerned with changing the minds of others and moving an organisation forward in a bid to accomplishing identified goals.

Effective leadership is considered to be a critical factor in the daily life and ultimate success of any organisation, having the ability to transform potentials into reality. It is the influence and ability a person has over the behaviour, attitude and will of others, making them follow a defined and specific course of action (Padovani et al. 2018). Some of the theories of leadership over time includes but not limited to the ones discussed in the rest of this section.

**GREAT MAN LEADERSHIP THEORY**

Great man theory is thought to have emerged from the trait theory where leaders are born and evolve from genetic fundamentals (Nabih et al. 2016). The emphasis of this approach is on “charismatic” leadership: charisma in Greek is interpreted as “gift”. The assumption of this theory is that a leader is different from an average person with respect to personality traits which include intelligence, perseverance and ambition. The assumptions state that people are born with some inherited traits that are peculiar and particularly suited to leadership, good and successful leaders have the right combination of traits. This theory is of the school of thought that leaders are born with unique characteristics that accounts for their ability to perform effectively when the occasion arrives, and they are able to thrive above obstacles others find insurmountable.
**Trait Leadership Theory**

This theory emanated from the “Great Man” theory and attempted to identify the major characteristics of a successful leader. The assumption was that the approach could help isolate significant leadership traits, and individuals with such traits could be recruited and given leadership roles. The major concern with the approach, however, is the fact that after several years of research, it was discovered that no trait was consistently identified. Those that were found had no conclusive results and this confirms the inconsistency with the method.

Deduced from the above is the fact that though a trait might be absent from particular leaders, it obviously does not rule them out from being leaders. Common to leaders with these traits also is the ability to blend their personal abilities with their personal traits into a modified personality (Madanchian et al. 2016). Their effectiveness at the workplace is also fuelled by motivational factors which on the other hand drives the blend of traits and abilities into performance delivery. This is as shown in the figure 3.5 below:

![Figure 3.5 Trait theory (Stogdill 1974 cited in Madanchian et al. 2016).](image-url)
A major problem faced with this leadership approach is that traits are hardly measurable, it was difficult to measure traits like loyalty, honesty, integrity and diligence. There is definitely the need to find another approach into studying leadership. The leadership styles under the trait theory and the great man theory are discussed in the rest of this section.

**Charismatic leadership:** Leaders in this category are expected to have certain behavioural attributes that includes being environmentally sensitive while attempting to change any part or whole of existing conditions, possessing an idealised vision and eloquent in conveying the vision, reliable and affable with the possession of creative gift and qualities that are not ordinarily present in the other styles of leadership (Long and Thean, 2011).

Charismatic leadership influences subordinates by ensuring that their self-esteem rest is a function of the vision and mission of the organisation as expressed by the leader; making subordinates to promote the leader's qualities and objectives; and that they are constantly advancing in the commitment to these qualities and objectives; and admonishing subordinates to be ready to rise above their self-interests for the aggregate (Bellé, 2013). They motivate subordinates to concentrate on more extensive hierarchical interests past their self-interests. Subordinates must trust their impression of the charismatic leader's credibility. This decides the degree of the subordinates' relationship with the leader and their dedication to the vision (Choi, 2011).

**BEHAVIORAL LEADERSHIP THEORY**

Due to the inconclusive nature of the trait theory, scholars continued their quest for knowledge in understanding the nature of leadership and its makeup. The behavioral approach found its
root in the work of Douglas McGregor in 1960, his book titled “The Human Side of Enterprise” sparked a revolution among managers. Attention shifted to the behavior of leaders especially with respect to their subordinates, and what the leaders did. Four focal attributes of these leaders include:

a) Focus on task: Leaders consider achievements to be the essence of their existence and their actions are driven towards high productivity, people organisation and management towards the realisation of the set goal.

b) People focus: Subordinates are considered very important to the success of their mission; hence their needs, requests and development are treated with utmost importance. They are not just seen as followers but important people.

c) Direction: A major attribute of this leader is the ability to decide for others while the subordinates follow through. Instructions are the hallmark of activities and they except the subordinates to perform as instructed.

d) Participative leadership: Decision making is a joint venture: people have delegated authority to decide specific line of actions.

The leadership styles under the behavioral theory are:

**Autocratic leadership style:** Also referred to as dictatorial or authoritarian leaders are depicted as being "self-assertive, controlling, control situated, coercive, corrective and close-minded" (Long and Thean, 2011). They are likewise portrayed as manipulative, regulative, production focused, goal driven, inaccessible, and formal (Long and Thean, 2011). This style of leadership gives the fundamental requirements to achieve any project or programme, develop principles,
offer prizes for consistence, and ensure subordinates are punished for any act of insubordination.

This style of leadership involves a good starting on developing structure but very low on delivery or establishing developed structure (Long and Thean, 2011). Autocratic leadership contrarily influences employee’s results, which includes work fulfilment and inspiration, and is emphatically related with burnout (Long and Thean, 2011; Cheng et al. 2014). This leadership style can limit self-assurance, innovativeness, and self-governance, which may thusly reduce subordinates' feeling of control and objective endeavouuring (Cheng et al. 2014). In contrast with charismatic leadership style, autocratic leadership style tends to be less worried with the enthusiastic reactions of subordinates and a great deal more with starting off structure and undertaking task.

Autocratic leadership style tends to be very composed and controlling transactional leadership style who assume on full liability for the business. The colleagues are advised on what should be done, are given obvious guidelines and this leadership style uses practically zero contribution from the colleagues in deciding on what to do. The group is not educated of why situations happens only that they do. This leadership style tends to meet deadlines for business/project close up and appropriately reward group members to motivate them. This leadership style requires employees to be steadfast and submissive to rules and procedures governing the business and discipline happens in some situation when targets are not met (Giltinane, 2013).

A burden to this leadership style is that employees may have supportive recommendations on process change and improvement or risk management. However, their conclusion is by and
large not looked for, as this leadership style is majorly in charge of day-to-day running of the business and the management. Autocratic leadership style asserts outright power and impact over devoted employees and requests total commitment from them. Autocratic leaders have been sustained by groups and cultures that have normally acknowledged hierarchical structures in leadership styles which supports unequal connections amongst subordinates and managers. Autocratic leadership style has tumbled from typical for most minimal in prominence, perhaps a consequence of relatively low levels of occupation fulfilment under autocratic leaders (Kerfoot, 2013).

**Democratic leadership style:** This style of leadership esteem subordinate's ideas and recognises their contribution to decision making processes. Democratic leadership style has a tendency to motivate subordinates to contribute their best towards the work they do. According to Giltinane (2013) subordinates are made to feel esteemed and important when a democratic leader discusses the vision of the organisation in connection to the way the team is crucial in accomplishing organisational objectives and urges employees belonging to the team to be inventive, solution finder and become professionally grounded in what they do. This leadership style act kindly to subordinates. A major hindrance to democratic leadership style is the period of time it might take to settle for a particular choice of action when considering contributions from subordinates. In this case project delivery time is extended beyond schedule.

**Participative leadership style** is a joint basic leadership style by manager and his or her subordinate and connected with elevated levels of group results (Nwanah et al. 2019). For instance, requesting new strategic ideas from subordinates towards better organisational
process or procedures have been connected with team high performance (Lunenburg and Lunenburg, 2015).

**Laissez-Faire leadership style** is characterised by the Merriam-Webster dictionary as a French expression signifying "let individuals do as they deemed fit". This is precisely how the laissez-faire leadership style is performed; it is direct inverse of the bureaucratic leadership style. The laissez-faire style of leadership “abdicates responsibilities avoid making decisions” (Robbins et al. 2016). This leadership style does not provide guidance or make decision for the organisation nor "stand firm", in this way prompting to a few subordinates seeing the leader as uninterested and uninvolved (Mahadevamangalam and Gundluru, 2015).

It is hard to cover up for this kind of leadership style unless the leader’s subordinates are professionals and highly motivated skilled employees, which include scientists. The Laissez-faire leadership style does not request any approaches or methods, but rather permits subordinates to carry out their job responsibilities on their own and on their own make choices in respect of the task at hand (Soliman, 2016). This style has a negative effect on employee and their performance. Considering all definitions given by different author and researcher on laissez-faire leadership style, one predominant fact is that leaders try as much as possible not to obstruct or interfere in basic leadership decision process. They regularly permit subordinates some level of authority to make certain decision in relation to their work and to do work in their own particular manner.
CONTINGENCY LEADERSHIP THEORY

The contingency theory of leadership considers situational factors which affect the role of the leader, skills, behaviour, performance and overall satisfaction of subordinate. These situational factors are considered general factors and they are depicted in the figure 3.6 below:

Figure 3.6 Contingency theory (Hersey et al. 2012)

The term contingency is not used in its connotative term, but in the context of a dependent event. For example, looking at the figure 3.6 above, an employee’s character such as task ability might be affected by an environmental factor such as task structure. In this case, the effectiveness of the leader might also be a function of his ability to motivate such employee in an achievement-oriented setting. This goes to explain how much the contingency theory hinges on situational factors and a matching action in order to achieve the required result (Saraf and Saraf, 2014).
This was later developed in the mid-1960s by Fred Fiedler into a generally accepted model now known as the situation-based theory of leadership. Fiedler expanded the Blake and Mouton’s Grid model as well as the Reddin’s 3-D management theory to include relationships and task scope to leadership (Northouse, 2016). These two factors according to Northouse form the basis for Fiedler’s discussion and the major characteristics are:

**Leader-member relationship:** A holistic approach to group atmosphere and how much the leader trust, loyal to and confident in the group.

**Task structure:** How clear is the task under consideration and how will the team going to accomplish the task?

**The position power:** This accounts for the extent of the leader’s authority to either reward or punish the team.

Leadership styles under the contingency theory therefore include the styles presented in the rest of this section.

**Situational leadership style:** At the maturity level of the behavioral school, people start to shift focus to specific instances and the actions leaders should take at those times. The idea sterns from the fact that nothing is constant in the workplace: processes, people, environment change with time and situation. The leader therefore needs to fashion out solutions to issues per time. There is no single line of action that fits all situations, the context dictates the line of action. Developed by Paul Hersey and Ken Blanchard in the 1960’s, the theory identifies four leadership behaviors as shown in figure 3.7 below:
Figure 3.7 explains the situational leader dimension with regards to decision making. For the high dimension, the leader gives instruction and also fully participates in the delivery of the task towards the realisation of the goal. The low dimension considers where the leader delegates with a low participation in the delivery of the task towards realisation of the goal. Low dimension is giving subordinates room to use their initiatives to carry out tasks. The leader does not participate fully but comes in whenever his advice is required. This dimension explains a typical situational leader style where the leader knows when to participate or delegate in any given task. The dimensions are further explained thus:

- **Telling**: The major attribute of this leader is passing instruction and directives rather than support others. Where support is traceable, it is quite minimal.

- **Selling**: A bit different from the above in that this leader demonstrates a high level of both the directive attribute as well as the supportive.

- **Participating**: This leader rather than the directive attribute exhibits a higher supportive behavior.

- **Delegating**: The leader exhibits low directive and low supportive character.
The situational leadership model opines that there is no best fit approach to all situations, varying situations attract different management approaches. It is therefore left for the leader to identify the most important task among options, and then apply the most appropriate leadership solution or option. Situational leadership style can be utilised properly as a style that encourages training and development of leaders (Farmer, 2012).

Situational leadership style permits leaders to relate straight forwardly and genuinely with employees while at the same time building up a level of capability and autonomy in employees. Farmer’s study trusted that a major or absolute competency of the situational style is the capacity of leaders to analyse employees' attributes, keeping in mind that the end goal is to utilise the proper leadership style. Situational leadership style encourages employees, give subordinates direction towards satisfactory undertaking laid down, objectives and goals.

Situational leaders consider receiving diverse leadership initiatives relying upon an entire host of variables, which include conditions, resources, and individuals required, keeping in mind the end goal to develop customer and employee fulfilment notwithstanding organisation profits (Long and Spurlock, 2013). A situational leadership style is a forecastable, pliant, and ready to change styles or initiatives contingent upon conditions. Situational leadership style gives direction to subordinates to finish undertakings or goals (Rubenstein, 2014). Situational leadership is very challenging as this style oblige leaders to have the capacity to react rapidly and creatively when gone up against with different situations (Canaff and Wright, 2014).
TRANSACTIONAL LEADERSHIP THEORY

Transactional leadership theory is also referred to as managerial leadership and the focus here is the supervisory and the organisation roles of the leader. Transactional leadership theory could also be compared to the carrot and stick approach to leadership, where the leader promotes the compliance of the group by both rewarding compliance and punishing offenders (Odumeru and Ifeanyi, 2013). Taking a cue from Maslow’s hierarchy of needs, the transactional leader is at advantage through an exchange model: rewards are issued for excellent performances. In the same vein, negative outcomes are seriously frowned at and punished till the appropriate result is achieved.

The transactional leadership approach is categorised under extrinsic motivation, and as much as the transactional leader thinks he is making impact in the organisation through this approach, such extrinsic motivations do not yield much result as followers only give minimal support rather than complete loyalty. Another interesting aspect of this model is in the character of the leader: he pushes the followers to change but does not make effort to change. They practice passive management-by-exception, rather than being proactive, they wait for problems to come up before fixing issues. The leadership styles associated with the transactional theory includes:

**Transactional leadership style:** This leadership style is characterised as "leaders who lead fundamentally by utilising social means of exchanges" (Robbins et al. 2016). Transactional leadership style theories suggest a trade of needs amongst leaders and employees (Hanks et al. 2015). Exchange hypotheses as found in the vertical-dyad linkage display, and the numerous
screens demonstrate the conduct of the leader and employee as haggling between the ability to achieve laid down objectives as opposed to the control over another individual (Nabih et al. 2016).

The major aim of transactional leadership style is to ascertain that the way to achieve objectives is unmistakably comprehended by the employees, to expel potential hindrance within the framework, and to spur the employees to accomplish the foreordained objectives (Özera and Tınaztepeb, 2014). It is the leader’s capability towards understanding employees needs and desires and plainly exhibit the approaches to satisfy these in return for employee’s performance (Szczepańska-Woszczynaa, 2015). Good and effective leaders suit the interests of their subordinates by motivating them when they least expected, respect and promises for individual employee satisfactorily meet organisation’s objective or the leader’s objective (Alsabbagh and Al Khalil, 2016).

Transactional leadership style shows both constructive and corrective characters. The former conduct involves unforeseen reward, and latter conduct assimilates management by exemption. Unexpected reward is concerned with the elucidation of the work that is the basis or reason to acquire rewards as well as the utilisation of motivations and unforeseen reward to make impact. It considers employee aspirations and acknowledges whenever objectives are met. In this regard, the clarification of objectives, targets and acknowledgment ought to bring about individual employee and team accomplishing expected levels of execution (Pahi et al. 2015).
Dynamic management by exception alludes to the leader establishment of principles for consistency and in addition for what constitutes ineffectual performance and may incorporate rebuffing employee for not meeting up or operating within the set standards. Transactional leadership style depends on speculative support and subordinates are roused through acknowledgment or else redressed through discipline because of this exchange connection, the achievement of expected outcome gives opportunity for employee’s promotion (Munaf, 2011).

The connection between transactional leadership style and performance is the exchange of express transactions, the transactional leader in return rewards employees to motivate performance (Dartey-Baah and Ampofo, 2015). Employees are encouraged to be acquainted with job commitment and perceived goals to accomplish certain levels of performance as a vital part of transactional leadership style (Yunus and Wan Ibrahim, 2015).

**Bureaucratic leadership style:** This style of leadership under the transactional theory is one comprised of strategies and systems. Application of this style of leadership to some particular organisation or industry like the public sector can be of advantage but the style impedes the organisation more than helps it (Soliman, 2016). Bureaucratic leadership style frequently neglects the strength and qualities of subordinates but rather concentrates on whether instructions are recognised and followed. This style utilises policies to establish technique, motivation, and achievement, but it adversely affects employee performance and does not motivate subordinates to increase their commitment to work (Ojokuku et al. 2012).
TRANSFORMATIONAL LEADERSHIP THEORY

The significant evidence of this leadership theory is the manager's capacity to persuade the subordinates to fulfil more than what they intended to achieve (Kieres and Gutmore, 2014). This implies a transformational leader is able to raise supporters from a lower level to a more elevated height of requirements which concurs with Maslow's hierarchy of needs. Transformational leadership style is helping people to accomplish set out goals and to rededicate their level of commitment to defined objectives (Hanks et al. 2015).

Researches on transformational leadership clearly shows that this leadership style empowers employees to climb up the ladder to a higher performance level than regularly conceivable. As opposed to leadership style in view of personal benefit and reward for any form of contribution made, transformational leadership style coordinates and motivates employee contribution by enhancing their familiarity with the significance of organisational qualities and results. Doing this, such a leader motivates employees to think in the interest of the organisation and customers than personal needs and rewards.

Transformational leadership is best at imparting organisational vision (Houghton and Yoho, 2012). To be a transformational leader that impacts positively on people and organisation at large, such individual must be knowledgeable in establishing and implementing positive change through aptitudes, this make a good leader. A transformational leader inspires by putting subordinates in a position where he or she is more concerned about result, and able to anticipate personal development beyond the objectives and qualities of the organisation or group and establish higher articulated expectations.
Earlier studies exhibited that subordinates who work under transformational leaders are inspired to commit their mind and innovation towards performance and this encourages their employments satisfaction (Yunus and Ibrahim, 2015). Where transformational leadership style is in practice, employees find it easy to share their insight among themselves (Hazira et al. 2014). A transformational leader has a high enthusiastic knowledge and they develop as a leader amid team cohesiveness, he additionally elevates the confidence, inspiration, and ethics of their supporters as he concentrates on more sensitive aspects of the organisation such as vision, culture, values, improvement, cooperation, and service administration (Obasan and Hassan, 2014).

The factors of motivation realised through this model are essential for this research as it relates to elements such as autonomy to work as put forward by theory Y which is of the view that people will naturally exercise self-direction in performing any assignment to which they are committed, and also of the view that people must be compelled into performing any assignment. With regards to the above description of leadership theories and styles, the behavioural modification theory by B. F. Skinner (1938, 1953) is extensively relevant to the Nigerian public sector because it supports planning, organising, controlling, communication and performance management which are all leadership styles to be considered in this study.

3.6 MOTIVATION HYGIENE

A framework for motivation hygiene puts forward that employee motivation is achievable in a situation where employees encounter challenging but enjoyable work in an environment where there is growth, demonstration of responsibility and organisation success. This implies that
when organisations recognise employees’ efforts, it triggers motivation. Hygiene factors are likewise called maintenance factors because the factors consist of physiological, safety and love desires as contained in Maslow’s hierarchy of needs (Gibson et al. 2012).

Factors such as incentives, company policy and administration, interpersonal relations with peers and subordinates, personal life, work conditions and status, interpersonal relations with supervisor and job security are not interrelated directly to the job but are directly interrelated conditions that surround discharging the job responsibilities. Although the presence of these conditions does not necessarily support motivation, the absence actually dissatisfies employees. Herzberg referred to these as hygiene factors, they do not necessarily maintain a reasonable employee satisfaction, but hygiene factors can most time be a form of dissatisfaction for employees because they are not key motivators but are crucial to manage dissatisfaction while they trigger motivation. Also, any improvements in these conditions do not necessarily create motivation (Dartey-Baah and Amoako, 2011).

3.7 IMPLICATIONS OF MOTIVATION THEORY TO THE NIGERIAN PUBLIC SECTOR

Expectancy theory is of the school of thought that supports financial incentive as a motivator. The theory approves that there must be a direct relationship between employee performance and employee motivation through the instrumentation of financial incentive. For example, in any situation where employees are convinced that their level of commitment and performance is tied to rewards, then incentive becomes a motivator. Furthermore, high performance could attract high remuneration and vice versa. The Nigerian public sector agrees with this
assumption based on the explanation that higher incentives ensures self-actualisation and satisfies egoistic needs. In this kind of organisation, incentives are recognised for job satisfaction more than the job in itself.

There exists order of needs according to Maslow theory on hierarchy of needs, however, literature review on motivation shows that employee disagree by and large with this broadly acceptable order of human needs. The relevance and implication of this theory to the Nigerian public sector where there is limited employment opportunity, the essential goal of most employee will be to stay within the scope of satisfying the lowest level of needs such as security of their jobs.

The significance of the limited opportunity means employee who have zero chance of rising to the higher-grade level in their career will result to finding satisfaction in self-actualisation and job security to ensure other basic needs such as accommodation and transportation. will be met. Although this is not a logical inconsistency of Maslow hierarchy of needs theory in light of the fact that when one level of need is fulfilled, another need automatically emerges until the point that every single employee’s needs are met.

The argument of Herzberg two factor theory that incentives can be consistently utilised as motivation is also pertinent here based on the relevance of Maslow hierarchy of needs assumption. Hertzberg proposition that employee’s remuneration should be commensurate to the work they do implies that if employees want to satisfy their self-actualisation need, incentives must be fair across board and there should be constant increase to meet up employee requirements for basic wants.
Therefore, synchronising the application of Maslow hierarchy of needs and Herzberg two factor theory to organisations expresses that for employee to achieve or display maximum potential at work, personal needs must be satisfied. For organisations to fulfil this, Maslow’s Needs theory specified the need process requirements. Achievement is designed to follow hierarchic arrangement beginning from the most fundamental to the most compound. Herzberg’s two factor theory in the same direction indicated the need to fulfil hygiene factors before considering the motivator factors. This movement or process is based on the premise that the presence of hygiene factors will not motivate but the absence prompts demotivation. Furthermore, in the process of satisfying lower level of needs there is possibility of employee raising their motivation since it is along the process to satisfy higher level of needs.

There are arguments that increasing employee incentives would not increase their performance in the same proportion, however, in the Nigeria cultural environment, acquisition of wealth is a type of self-realisation as more money will serve as satisfaction for basic security, psychological and egoistic needs. This for most employees of the Nigerian public sector is a form of societal status demonstrating a peak of life and career achievement. Herzberg’s assumption admitted that incentives for employee can produce some level of satisfactory but to a large extent, it is limited in motivating higher employee productivity.

The McClelland need theory is rested on the assumption that motivation of employee is intrinsic. For example, employee with high need for achievement will focus on responsibility and setting challenging goals, employee with high-pitched need for affiliation will focus on establishing relationships and employee with high-pitched need for power will focus on gaining
control. The implication of this to the multicultural nature of the Nigerian public sector employee is that Igbo employee with high-pitched need for achievement will be motivated by setting challenging goals; this cultural group is known to be successful entrepreneur, Yoruba employee with high need for affiliation will be motivated by establishing relationships, and Hausa employee with high need for power will be motivated by gaining control.

Adam’s equity theory is based on the assumption of comparison of what an employee perceives to be fair rewards. The employee in this case compare inputs with output. The implication of this assumption for the Nigerian public sector is that it provides a useful mechanism for management of the organisations to give close attention to the comparison process in the design of incentives (financial and non-financial), promotion, and other rewards in order to increase employee perceived equity.

In summary, the theories as highlighted above encourages managerial functions such as planning, organising, directing and controlling employee of the Nigerian public sector. Company policy and administration, incentives, interpersonal relations with supervisor, job security, work conditions, interpersonal relations with peers and subordinates, personal life are conditions that surround the sector employee in performing his/her job. The presence of these factors may not necessarily trigger employees motivate but may dissatisfy employees when they are absent. The connectivity of these theories approves the wholesome assessment of the theories in this study.
3.8 EMPLOYEE MOTIVATION AND EMPLOYEE PERFORMANCE

Research into employee motivation aims to find what it is that activates employee performance. As much as several organisations need their employees to perform at their optimum ability, still employee motivation remains a challenging issue to oversee on the premise that it is necessary to understand why individuals perform satisfactorily; why a few employees seem, by all accounts, to be committed on their job and others do not. Irrespective of the fact that motivation can be individually or externally driven, it has been argued over time that it must be towards enhancing employee performance (Ketkar and Sett, 2010).

Human resource as a significant part of any organisation need to be taken seriously and managed carefully, because they are essential for enhanced performance (Obisi, 2011). There is an essential need to discover what rewards and incentives employees’ value, so provision can be made. The theories reviewed earlier in this study argued that individuals are generally ready to work harder when they hope to get something in return. As such, employees commit themselves more to a task when the commitment helps to meet certain needs.

3.8.1 INTEGRATING CONTEMPORARY THEORIES OF MOTIVATION AND EMPLOYEE PERFORMANCE

One motivation theory complements another theory, and they allow for better depth of understanding of the phenomenon (Armstrong, 2017; Robbins and Coulter, 2017). Figure 3.8 represents how related motivation theories and employee performance are.
The expectancy theory of motivation argues that employees will employ high levels of effort in any situation where there is a perceived link between performance and effort, performance and rewards, as well as rewards and satisfaction of individual goals (Robbins and Coulter, 2017). As indicated in Figure 3.8 shown above, an employee is motivated to display some level of performance where such employee possesses the required ability and skills for the task at hand, also where there is possibility that the organisation has an impartial performance assessment structure that will contribute to the realisation of desired goals. Secondly where the employee could see a clear possibility of performance linkage with rewards rather than seniority, favouritism, or any other criteria as suggested by equity theory.

Also, the Robbins and Coulter (2017) model approves that goal theory is essential in designing employee motivation in a way that individual goals control behaviour and effort towards a
particular task. It likewise emphasises that employees who possess a high level of need for achievement will be internally driven to realise an anticipated position notwithstanding the organisational rewards system put in place. The Robbins and Coulter (2017) model plays an essential part in this research in relation to how the motivation factors discovered through literature as shown in the framework of this research plays a major role in the attitude of employees of the Nigerian public sector to perform as expected as a result of motivation programmes put into practice.

3.8.2 EMPLOYEE PERFORMANCE

Employee performance is considered as the quality and amount of activities, punctuality at work, accommodative and supportive nature and auspiciousness of yield. Shahzadi et al. (2014) review on employee performance demonstrated that performance of employees cannot be checked. He also attests to the believe that organisations can utilise coordinated rewards and rewards in light of individual employee performance if employee performance is recognisable. Efficiency of employee is exceedingly impacted by the effectiveness of performance of an organisation and its reward administration framework (Rizwan et al. 2014). Employee performance is affected by motivation in light of the fact that if employees are motivated then they will do work with more exertion and by which will on the long run enhance performance (Azar and Shafighi, 2013).

3.8.2.1 FINANCIAL AND NON-FINANCIAL INCENTIVES AND EMPLOYEE PERFORMANCE

There are many reviews which critically investigate financial and non-financial incentives alongside their impact on certain factors. For example, a significant correlation was seen to
exist between incentives (financial and non-financial) and employee performance (Al-Nsour (2012).

Financial Incentives Motivators

The theoretical reason for financial incentives as a successful motivator has been given consideration throughout the years and in the broader sense, financial incentives have been noted to motivate and keep employees and also serve as an enhancer of employee performance (Berger and Berger, 2015; Sajuyigbe, Olaoye and Adeyemi, 2013). The more closely financial incentives are attached to performance, the better and prominent the enhancement of different results that will be achieved. A recent discovery revealed that reward contingencies direct the relationship between performance and turnover in such a way that higher performer announce more turnover aims when rewards were not seen as dependent upon performance (Hom et al. 2017).

Another theoretical thought applicable to this investigation of financial incentives as a motivator spins around whether the compensation plan is focused on the individual or on the group. Incentive framework for group incorporate plans in which compensations are dependent upon the accomplishment of a group or departmental objectives and frequently incorporate a formal staff involvement part. There is initial proof that clearly outlined compensation arrangements in light of the believe that group performance can build profitability (Raja and Salah, 2016).
Non-financial Incentive Motivators

Non-financial incentives are most nearly associated with acknowledgment and performance input in organisations. In spite of the fact that the non-financial incentives of acknowledgment do not have as broad a theoretical establishment as that of financial incentives, there exists contention that the conceptual distinction between acknowledgment and social acknowledgment is imperative.

According to Dahou and Hacini (2018), acknowledgment as an approach in critical writing normally alludes to formal projects which include best employee of the month or best performer of the month. Social acknowledgment, notwithstanding, alludes to the more casual acknowledgement, consideration, endorsement, or honest appreciation for a good job done by employees (Lunenburg, 2011). However, social acknowledgment has been given moderately less attention than formal acknowledgment in several studies. Substantial study has demonstrated that if social acknowledgment is given on an unexpected premise in overseeing employee conduct, it can be a capable incentive measure to enhance and improve performance execution (Lunenburg, 2011).

3.8.2.2 ORGANISATIONAL CULTURE AND EMPLOYEE PERFORMANCE

Early studies carried out by researchers who interface culture to performance are unambiguous in their cases. A representation of this is an argument that effective organisations are recognised by their capacity to advance cultural qualities which are predictable with their chosen methodologies (Owoyemi and Ekwoaba, 2014). One of the significant explanations behind the boundless prevalence of and enthusiasm for organisational culture originates from
the contention (or suspicion) that specific organisational cultures prompt predominant organisational financial performance. Researchers and professionals argue that performance is reliant on the degree to which the worth of culture is broadly accepted (Rahmisyari, 2016).

Jochimsen and Napier (2013) is an example from studies which recommend that there exists a connection between some organisational culture features and performance, but they differently add some environmental condition. The belief that organisational culture is connected to performance is established on the apparent part that culture can play in producing or ensuring competitive advantage (Uddin et al. 2013). Uddin et al. (2013) propose that the path in which organisational culture may ensure competitive advantage is by defining the limits of the association in a way which encourages individual cooperation, and additionally by constraining the extent of data processing to proper levels. Additionally, it is contended that broadly shared and firmly held qualities empower management to foresee employee responses to certain strategic alternatives in a way that the degree for undesired results is reduced (Uddin et al. 2013).

As put forward by Lo (2012), scholars contend that reasonable competitive advantage emerges from the making of organisational abilities which are both predominant and defectively copied by competitions. Based on this fact, it is contended that the 'uniqueness quality' of organisational culture makes it a very efficient and favourable position over any other completion. In general, a significant part of the wealth of organisational culture is established on the claim by numerous studies that organisational culture is connected to performance. While, a few scholars have criticised the comprehensiveness of the relationship, there are
adequate substantial proof to argue that organisational culture has connection with performance.

3.8.2.3 LEADERSHIP STYLE AND PERFORMANCE

Early research on leadership (most often classified as "trait" studies on leadership) focused on distinguishing personality traits which portrayed effective leaders (Koech and Namusonge, 2012). Trait theories are of the opinion that effective leaders are "conceived" and that they have certain intrinsic qualities which differentiate them from non-leaders (Koech and Namusonge, 2012). Nonetheless, the difficulty in classifying and justifying these qualities prompted a broad disapproval of the trait approach, led to the rise of "style" and "behavioural" perspectives to leadership (Koech and Namusonge, 2012). Style and behavioural theorist moved the accentuation far from the qualities of the leaders to the behaviour and style the leaders embraced (Hite et al. 2014).

The key point of these researches gives an impression that leaders who embrace democratic or participative styles of leadership are more efficient and effective (Bowsers and Seashore, 1966). Thus, to trait theories, the disadvantages of style and behavioural theories is that they overlook the critical part which situational components play in deciding the effectiveness of individual leaders (Mullins, 2010).

The limitations of style and behavioural theories led to the conception and establishment of "situational" and "contingency" leadership theories divert attention given to style and behavioural theories (the one most ideal approach to lead) to a subtle leadership style (Koech and Namusonge, 2012). Albeit, every research stresses the significance of various variables, the
general precept of the situational and contingency points of view is that leadership success is reliant on the leader’s identification and comprehension of situational variables, trailed by the selection of the fitting style to manage every situation.

In spite of the exploration on leadership styles above, attention recently has been given to the importance of leadership style to organisations. Metwally and El-bishbishy (2014) argue that the significance of leadership is a noteworthy determinant of the achievement or disappointment of a team, organisation, or even a whole nation. Metwally and El-bishbishy, (2014) unequivocally argue that ways in which organisations have tried to adapt to the expanding uncertainty and instability of the external environment is via preparing and developing leaders and furnishing them with the abilities to adapt. These cases depend on the assumptions of a clear connection between leadership style and performance. However, this supposition requires further study.

Nonetheless, in a clear come back to the 'one most ideal method of leadership', studies on leadership have differentiated "transactional" with "transformational" leadership styles. Transactional leadership style is "contributory" and regularly concentrate on reciprocity relationship with whoever is responsible to them in a team or entire organisation (Sahaya, 2012). Conversely, transformational leadership style is contended to be visionary and enthusiastic, with characteristic to inspire subordinates (Brymer et al. 2010)

Different reviews which look at the relationship between leadership style and performance concur with the re-unfolding of the 'one most ideal approach to lead' discussion. Of specific significance is the renaissance of the charismatic leadership style, which is most time alluded to
as transformational style of leadership (Sahaya, 2012). Various study opined that transformational leadership style is closely connected to performance (Brymer et al. 2010). Reasonably, it is argued that the innovative and motivational aptitudes of transformational leadership style persuade subordinates for improve performance (Koech and Namusonge, 2012).

In synopsis, a significant part of the above proof displayed as supporting the claim of a close relationship between leadership style and performance is unreliable and as often as possible exaggerates on the "transformational" part of leadership in organisational effectiveness (Koech and Namusonge, 2012). Research has shown that the results from available studies are unreliable (Benjamin and O’Reilly, 2011). The unreliable conclusions require further studies is necessary to review the nature of the connection between leadership style and performance.

3.8.3 PUBLIC SECTOR EMPLOYEE PERFORMANCE

Over the past decades, there has been dramatic increased attention to measuring the employee performance of public sector organisations in both developed countries and developing countries. Performance is seen as the ability, capability and competency of an organisation to transform the resources available within the organisation in an efficient and effective manner to ensure the overall aim, objectives and goals of the organisation are achieved (Daft, 2010). Governments has paid particular attention to performance measurement for some period of time, this was as a result of the dawn of the new public management reforms (Ferry and Scarpard, 2015).
The above reviewed theories contributed to the development of a theoretical framework which will be discussed in the next chapter of this study. The Nigerian public sector as presented by the researchers, is characterised with lackadaisical attitude to work, traceable to the bureaucratic rules and regulation which favours the administration of the sector more than the employees. Lack of commitment due to these norms (culture), attitude and leadership skill and approach of superiors, also inadequate incentives has been a constant complaint of employees (Ogunrotifa, 2012).

This study will examine these factors to discover if they actually have impact on the motivation of the employees and further assess the validity and possible cause of the “Nigerian factor” mentioned earlier in this study and the statement by a former Nigerian Civil Service Commissioner “it is not my father’s work, work or no work, I must collect my pay”. A statement which was argued to have been the cause of the underperformance of the sector employees (Ikeji et al. 2012; Okeke et al. 2017).

3.9 GAPS IN LITERATURE

The recent investigations (Igbaekemem, 2014; Sajuyigbe et al. 2013; Aruma and Hanachor, 2017; Nyameh, 2013; Bawa, 2017; Anyim et al. 2012; Oghojafor et al. 2012; Adegboye, 2013) into employee motivation amidst other relevant studies, have drawn further investigation attention into the subject matter, thereby creating gaps on the problems associated with employee behaviours, commitment and performance as a result of motivation. However, these related investigations have conspicuously neglected profound consideration of a broader concerns as well as wider population of the public sector organisations in Nigeria.
Validating the above, the literature review of this study revealed that limited investigation has been directed towards employee motivation with significant regard to public sector organisations across developing countries with specific mention to Nigeria. It is worthy to note also that most studies from the developed countries have also failed to direct adequate attention to public sector employee motivation. This examination while approving a few empirical studies bridge the gap between existing literature by giving proof on the impact of motivation on the behaviour of employees with regards to how their attitude to work as a result of their motivation influence their performance in the federal public sector of Nigeria.

Cited earlier in this study, the application of the motivation theories within strongly defined African cultures has recently been a point of interest for researchers who focused on developing countries like Nigeria (Oghojafor et al. 2012; Adegboye, 2013). Different studies (Sajuyigbe et al. 2013; Aruma and Hanachor, 2017; Nyameh, 2013; Bawa, 2017; Anyim et al. 2012) looked at the application of these theories from different perspectives.

The review of Anyanwu et al. cited in Aruma and Hanachor (2017) and limited to Maslow five (5) hierarchy of needs suggested additional two level of needs (Understanding needs and Aesthetic needs), an improvement to the Maslow hierarchy of needs. Also, in a review limited to the Herzberg’s motivation hygiene theory by Sajuyigbe et al. (2013), the study supported Herzberg motivation hygiene theory with the suggestion that pay, performance bonus, recognition and compliment were significantly related to the attitude of employee in relation to performing to expectation.
Furthermore, limited to Maslow hierarchy of need on organisational culture, human resource and employee performance was a study by Nyameh (2013), the review of Maslow’s hierarchy of needs theory and Adam’s equity theory on employee motivation and productivity by Bawa (2017), and the review of equity theory, expectancy theory and goal setting theory to investigate the influence of employee motivation on employee performance of selected firms in Anambra state, Nigeria by Muogbo (2013). This research literature demonstrates how these studies considered the application of a single theory and at the most three theories out of the theories of motivation while other relevant theories were conspicuously not considered. 

Most of these studies highlighted above not only applied single motivation theory but also considered single independent variable, for example, “Monetary Incentives and Employee Motivation” where pay is the independent variable and motivation is the dependent variable (Igbaekemem, 2014). The study of Igbaekemem employed McClelland’s achievement motivation theory, goal setting theory, equity theory, Maslow’s hierarchy of needs theory, McGregor theory X and theory Y, and Vroom’s theory. However, the application of these theories was centred on a single variable (Monetary incentives).

Similarly, Anyim et al. (2012), considered theories of motivation such as Maslow’s hierarchy of needs theory, Herzberg two factor theory, Alderfer’s ERG theory, McClelland’s, but the focus of the study was on comparing the relevance of Western developed motivation theories on a single private sector organisation with a single public sector organisation in Nigeria.

The above thus suggest that research work is still lacking where studies at the same time considers the impact of literally most of the theories of motivation alongside a broad or an all-
inclusive variable such as financial and non-financial incentives, organisational culture, leadership styles, demographic, job variables and employee motivation in an African context, particularly Nigeria. Therefore, to have a holistic picture, alongside the above explanation and the events unfolded through chapter three of this study, this study combined variables is shown in figure 4.1 of the following chapter to help find answers to the research questions.

3.10 SUMMARY

The literature reviews through different scholarly arguments assumed the significance of incentives (financial and non-financial), organisational culture and leadership styles to employees’ motivation. A significant connection between employee motivation and employees’ performance was also argued. The literature demonstrates several arguments in support of and against the key part financial incentives play in the motivation of employees, and also how financial incentives can function as a technique for enhancing the performance of employees. Substantial research demonstrated the relationship between non-financial incentives, acknowledgment and performance. Arguments from the literature lay emphasis on the fact that if acknowledgement, a form of non-financial incentive is given unanticipated evidence in overseeing employees approach to work, then non-financial incentive can be argued to influence the performance of employees.

It was also emphasised in the literature that a noteworthy clarification following the vast dominance of organisational culture begins from the assertion that particular organisational culture prompts major organisational performance. This amongst others form the premise for several argument that performance to a reasonable degree rely on the extent that the worth of
culture is generally accepted in an organisation. The literature section also expressed that the vast exploration on leadership styles have drawn keen attention to its importance, as well as arguments that the styles of leadership is a key determinant of any noteworthy achievement of employees. On this premise therefore, the literature review expressly argued that the innovative and motivational style of leadership in any organisation, channelled towards encouraging employees might result to the improvement of the performances of employees.

The gaps in the literature reviewed revealed lack of understanding on the part of the Nigerian public sector (case study organisation) on how to control the foregoing factors towards employee motivation and possibly use the extent of the impact of these factors on the motivation of employees to influence the attitude of employees towards improved performance. These factors as discovered through reviewed motivation theories contributed to the development of a theoretical framework (to be discussed in the next chapter) that will guide the study.
CHAPTER FOUR

4.0 Conceptual Framework

4.1 INTRODUCTION

This chapter presents the conceptual framework that guided this study based on the assessment of employee motivation as a strategy for enhancing employee attitude towards expected level of performance. This proposed conceptual framework will guide this survey through the application of the model on the Nigerian public sector.

4.2 CONCEPTUAL FRAMEWORK

Maslow prescribe hierarchies of need for employee satisfaction; Herzberg alongside instrumental theory emphasises that employee work for incentives and financial incentives can be used to motivate employees especially where employees are paid fair wages as put forward by the equity theory. The expectancy and reinforcement theory support that where financial and non-financial incentives are tied to employee performance, it becomes a motivator and improves the probability of any productive behaviour by employees being repeated.

Theory X and theory Y emphasises the significance of leadership styles to employee motivation where it argues that employees are being compelled to perform in certain way by coercing them with either rewards or punishments. McClelland focuses on work environment; Vroom theory assume the significance of effort against value of rewards and performance. The review of these theories helped in the development of a framework that will guide this study.
The Nigerian public sector operates within certain beliefs, norms, attitudes, values, structures, expectations, socialisation and assumptions adopted from the British government rule that led to the development of policies, rules and regulations, processes, structures and activities. To present, many of the policies, rules and regulations, processes structures and activities are still controlled by the bureaucratic system created by the British government rule which failed to involve employee participation in the design process. This is why the public sector is still today referred to by the Yoruba culture as “Ise Oba” meaning the “King’s job or task” (referring the English monarchy influence on the Nigerian public sector).

The achievement and development of any organisation without the exception of the Nigerian public sector relies upon how successfully and competently the employees performs within the culture of the organisation which is a passage through which employees acquire and communicate what is admissible or unacceptable in the light of the organisational beliefs, knowledge, morals, norms, habits and values. It is therefore imperative for organisation to develop a flexible and adaptable cultural framework towards employee motivation (Alkailani et al. 2012). This researcher therefore thinks it is necessary to consider the adopted beliefs, norms, attitudes, values, structures, expectations, socialisation and assumptions which birth policies, rules and regulations within which the Nigerian public sector as an organisation is compelled to operate. Hence this is the reason why this study will be looking at the effect of organisational culture on employee motivation.

With regards to the above, the researcher opined that where there are policies, rules and regulations, structures and morals developed on the basis of the organisational culture as is the
case of the Nigerian public sector, there is also a need for the right leadership approach to drive any existing or developing culture. The application of the right leadership style will ensure a thorough overhauling of the existing bureaucratic culture towards a productive change, where employees are appropriately motivated towards enhancing their performance.

This study argued earlier through literature that leadership is necessary in influencing the activities of subordinates to achieve organisational objectives. Therefore, the researcher deems it necessary to consider the influence of leadership styles as a contributing factor to employee motivation in the public service. It is on this assumption that this research will be considering the effect of leadership styles on employee motivation.

Furthermore, as much as employees contribute to organisational success by operating within the established organisational culture, there are personal, and team needs and expectations that are expected to be satisfied from employee earnings (financial and non-financial incentives) resulting from the work they do. Therefore, how commensurate employee earnings and rewards are to the work they do and the extent to which it satisfies their hierarchy of needs (physiological, safety, belongingness, esteem and self-actualisation) according to Maslow’s theory is one of the concerns in this study.

Hardly can any other motivational approach be compared to the instrumental value of employee incentives. Al-Nsour (2012) as well as Azar and Shafighi (2013) argued that financial and non-financial incentives among other things remain essential to meet employee needs, and the satisfaction of employee needs is capable of motivating employee and enhancing employee performance. On these premises therefore, the researcher is of the opinion that if the
leadership styles and organisational culture are factors to be considered in this study, there is also a need to consider the impact of incentives (financial and non-financial) alongside so as to have a broad evaluation of employee motivation in the Nigerian public sector. It is on this reason that this research will be looking at the effect of financial and non-financial incentives on employee motivation.

In addition, conclusion drawn from the pilot study of this research laid emphasis on the need to consider age and gender (demographic) as well as grade level and length of employment (job variables) alongside other variables mentioned above. Demographics and job variables demonstrate the diversity of organisations and form one of the significant divisions of the environment where organisations operate, likewise the foundation of changes that happen in organisations (Dess et al. 2010). These factors constitute a segment of Maslow’s high-pitched esteem needs where employees desire to achieve public recognition by growth and promotion (Daft, 2010). Based on this, the researcher considers it is necessary to evaluate demographic and job variables as intervening factors to employee motivation.

Based on the above, the research problems and gaps highlighted earlier in this study can be presented in terms of dependent and independent variables. The literature review, alongside the research aims and objectives proposes a conceptual framework (shown in figure 4.1) of relevant variables that will guide this study. A dependent variable is the phenomena to be justified, being the impact or outcome of one or more independent variables (Neuman, 2014). The dependent variables (employee motivation) is identified as the variable which can have impact on another dependent variable (employee performance). On the other hand,
independent variable is the conditions that prompts an impact or result on the dependent variable (Neuman, 2014).

For the purpose of this study, independent variables are the suggested factors that are expected to significantly affect the motivation of employee in the Nigerian public sector. They are critically examined within the context of motivation factors with special focus on financial and non-financial incentives, organisational culture, and leadership styles (independent variables). Also, demographic factors (age and gender) and job variables (grade level and length of employment) are identified as intervening factors on employee motivation to be examined alongside other independent variables.
4.3 RESEARCH HYPOTHESIS

The study becomes necessary due to the unproductive attitudes of employees towards work in the Nigerian public sector as pointed out earlier in the chapter three of this study (Iheriohanma, 2011; Okeke et al. 2017). Having understood from the literature reviewed in this study that financial and non-financial incentives, organisational culture and leadership styles are major underlining factors that impact on employees’ motivation and performance level on their job.

Therefore, alongside the research questions which will help to evaluate the impact of financial and non-financial incentives, organisational culture and leadership styles on employee motivation, and how their impact on motivation affect employee performance, the researcher proposes the following hypotheses for statistical testing:

H₁ Demographic factors and job variables have a significant effect on employee motivation in the Nigerian public sector.

H₂ Financial incentives have a significant effect on the motivation of the Nigerian public sector employee.

H₃ Non-Financial incentives have a significant effect on employee motivation in the Nigerian public sector.

H₄ Organisational cultures have a significant effect on the motivation of employee in the Nigerian public sector.

H₅ Leadership styles have a significant effect on the motivation of the Nigerian public sector employee.

H₆ Employee motivation have a significant impact on employee performance in the Nigerian public sector.
The above highlighted hypotheses will help the researcher to maintain the scope of the study to ensure clarity and direction. It will enable wider understanding of employee motivation in public sector organisations while helping the researcher to articulate accurate explanation of the research questions. Further to this, it will provide a structure for analysis of the data gathered, enabled thorough test of the conceptual framework assumptions and validity.

While presenting the connection between an arrangement of related theories and definitions, the formulated hypotheses will provide the basis for explaining the results and draw conclusions. However, the hypotheses will not be the sole source the researcher will use to draw conclusion, the findings will be explored widely for this purpose. The next chapter further discusses the presentation and analysis of the variables in the hypotheses.
CHAPTER FIVE

5.0 Research Methodology

5.1 INTRODUCTION

This chapter presents methods and procedures adopted in gathering primary and secondary data, the analysis of the gathered data and the presentation. This will help to examine opinions of employees on their motivation in the Nigerian public sector. The chapter will describe the methods and criteria for choosing the methods adopted in solving the research questions. Likewise, the chapter will explain the practicability of the techniques employed for the investigation and the ability of the techniques to proffer answer to the problems associated with the research, particularly the research questions which are clarified in this chapter.

5.2 REVIEW OF RESEARCH PHILOSOPHIES

Research is characterised by assumptions and fact finding in order to develop knowledge, which is why research philosophy is closely associated with research questions: it shows the type of knowledge required, why it is important, and how it is gained. The philosophy adopted in social sciences and precisely in this research work defines the contribution of this research to the existing body of knowledge on employee motivation. While this research work has been designed to solve motivational and behavioural problems in the Nigerian public service, adopting a practical approach (pragmatic) provides a guideline for the implementation and action on strategies derived from findings.
Apart from the practical stance adopted, a positivist approach was also implemented to further boost the verification of results obtained from the study, and to ensure the research is properly aligned in terms of methods and their correlation. With the positivist approach, mathematical testing was applied to the data gathered and the analysis thereof. The researcher placed emphasis on the result obtained from the research and acceptability of the result in practice, therefore the significance of both the pragmatic and positivist approach adopted.

While the knowledge gained is directed at solving specific problems in specific contexts, effort is made to ensure that the result is verified through statistical methods and could be revalidated in future research. The relevance of philosophical stance to research cannot be underestimated, because in whatever field a research is being carried out, it is mostly focused on answering specific questions and this is knowledge creation (Easterby-Smith et al. 2012).

5.2.1 NATURE OF SOCIAL SCIENCE ASSUMPTION

This research work adopted a method associated with change (pragmatic approach), which justifies result through scientific/experimental research (positivist-realism) in answering the research questions. This method aligns perfectly with this research design and the methodology. While the research is aimed at finding the effect of financial and non-financial incentives, organisational culture, leadership styles on employee motivation and the impact on employee performance in the Nigeria federal public service, the action was carried out through statistical testing (SPSS).

The need for structural alignment of research content and methods have been emphasised to portray the research work as following the “rules of engagement” as it concerns research
paradigms. Methods adopted for any research are defined by the need of such research (the research problems and questions) and the available opportunities in terms of access to data. From the above therefore, a pluralistic approach was the most suitable method through which this research study was carried out.

Quantitative approaches would mostly attract a positivist ontology, a case of alignment in research strategy (Creswell, 2014; Scotland, 2012). Ontology is based on the interpretation of what is real through scientific methods, the approach offers the researcher the opportunity to maintain an objective position while drawing conclusions from the analysis of data (Creswell, 2014; Scotland, 2012).

Drawing from the positivist ontological stance employed by this research and as is in the characteristics of the approach, the interpretation was derived from the realised relationship between financial and non-financial incentives, organisational culture, leadership styles, demographics, job variables and employee motivation in the Nigerian public sector which requires that the variables exist and are independent of the researcher. Knowledge was therefore created by drawing a non-biased and independent conclusion from the survey.

The strategic alignment of an empiricist approach demands that epistemology takes the route of either an experiment or case study in establishing the truth about a phenomenon as was the case in this research work (Irene, 2014). The case study approach adopted for this study resulted in the collection of a large volume of data which were analysed through statistical testing (SPSS).
The above means that this study observed the rules of epistemological standpoint by using case study to develop the truth about the relationship between demographics, job variables, financial and non-financial incentives, organisational culture, leadership styles and employee motivation, as well as employee performance in the Nigerian public sector. It is also important to note that the above represents a quantitative stance where figures were generated from the data gathered, before they were presented as evidence of conclusions made.

Ontology relation to this research is concerned with the nature of job variables, financial and non-financial incentives, organisational culture, leadership styles and the reality of employee motivation in the Nigerian public sector (Jackson, 2013). The understanding of the concept is an important aspect of the research as it sheds light on what employee motivation is, the role it plays in organisational operations and its impact on employee performance.

Drawing from the argument of Oliver (2010), the adoption of a realistic ontology for this study has its bearing on the assumption that there are realities related to the study of employee motivation. The adopted methods also connote that the researcher was searching for answers to the problems identified with employee motivation, which also embraces pragmatism as a research method. This explains the concept of epistemology and its characteristics: a rationale of how knowledge is built. The case was further helped through research questions and the answers to those questions is additional knowledge created to the existing knowledge on the subject.

Also, the researcher was looking at the reality that relates to employee motivation in an objective manner without allowing personal thought and beliefs to override the actual reality
that exists in practice. The scenario above clearly reveals the researcher’s choice of using positivist, pragmatic, deductive, case study strategy, quantitative and qualitative reasoning methods. Through the positivist approach, conclusions reached from the survey were void of bias, deductive reasoning helped to develop knowledge from theories and concepts, and the quantitative method applied aided the generation of figures through which statistical data was created and analysed, supported by further validation of respondents’ responses through qualitative method and solution was provided to the research problems through pragmatism. These are scholarly alignments which shows that the researcher has observed the acceptable methodological principles in research.

On the other hand, Creswell (2014) argued the subjective nature of reality and stated that the variable is dependent on the interpretation given by each scholar as compared to a general belief on what is real. Reality is assumed to be constructed through personal interaction with the real world, and knowledge is therefore not an isolated phenomenon, rather it relies on the perspective of the observer (Muijs, 2011). From the above, it can be deduced that different meanings could be constructed for similar phenomenon depending on the derived opinion of the interpreter.

This also means that knowledge according to the interpretive scholars is a consensus of ideologies which are rephrased into a new knowledge. To gain an in-depth knowledge of employee motivation as it relates to the federal public sector in Nigeria, a mixed method approach was chosen such that the direct experience of each respondent in the survey with questionnaire and the analysis of contents taken from the various organisations within the
sector gave a clear picture of trends and divergent opinions (Cohen et al. 2011). Although this scenario is qualitative in nature, it is a further testament to the alignment of methods imbibed into the study.

A mixed method as opined by Caruth (2013) uses both quantitative and qualitative data in arriving at a logical conclusion, a position this research adopted as the most appropriate for the study. Both interpretivist and positivist approach therefore complement each other in the presentation and analysis of both the quantitative and the qualitative data (Teddlie and Tashakkori, 2012).

Feilzer (2010) pointed out problems and difficulties encountered in using multiple paradigm, he reiterated the capability of the mixed method to solve practical business problems. Employee motivation has been said to be a critical element among organisational strategies but managing it effectively has been faced with varied problems in constantly changing work environment. Finding solution to employee motivation problems through the mixed method therefore is a worthwhile contribution to both knowledge and practice.

In summary, this research gathered primary data through questionnaire and interview, and secondary data through journals, publications, articles and reports, employee handbook, and the Nigerian constitution. The primary data forms the subjectivist nature of the research, as respondents communicated, by definition and nature, their understandings of the topic under study. As such, the respondents gave their opinion on the issues concerned and addressed them through the questionnaire.
Besides, the data gathered through interview likewise is thought to be subjective by definition, because of similar reasons. In this way, this research benefits from two distinct data collections delivered through two different methods. Similar multi-methods can likewise be found on account of data analysis. While the nature of the objectivist based statistical analysis for this research was adopted in the analysis of data related questionnaires, interview was analysed through content analysis technique.

To conclude this section, it is important to note that although this research has adopted the mixed method approach, it is a quantitative dominant mixed approach. This reflect a situation where a research is purely quantitative but included certain elements of qualitative methods as a recognition of the added benefits qualitative data would bring to the research (Creswell, 2014; Schoonenboom and Johnson, 2017). The impact of the approach on this research is that a mixed research method was used in justifying the truth about the connectivity of the research variables.

A quantitative approach used statistical testing to confirm the truthfulness of the result, the qualitative technique gave a better analogy of the research variables; knowledge was created from the pool of theories and concepts considered (deductive process); and most importantly, the positivist approach ensures that the researcher is not biased in reaching a conclusion about the result of the proposed survey.

5.2.2 THEORETICAL VIEWPOINT IMPLICATION FOR RESEARCH APPROACHES

Theoretical viewpoint relates to the philosophical position that supports the chosen methodology. These theoretical viewpoints are positivism, interpretivism, critical inquiry,
feminism and postmodernism. In sociology, the ideal models that have been in use by social research have been "positivism" and "interpretivism". The positivist model began to flourish in sociology in the second part of the nineteenth century, because of the immense achievement accomplished by the common/natural sciences. Positivism connected to social research opined that social reality ought to be studied through the same investigative rationale and similar techniques for the natural sciences, which frames the shape of the supposed "quantitative research."

According to interpretivism, in reality, there is a central "epistemological" contrast amongst social and natural sciences. This point of view holds that social reality cannot just be observed, but instead should be "interpreted". These contrasts unavoidably suggest distinctive research strategies and methods. From the interpretivists' perspective social reality is built and interpreted by individuals and consequently has built up unique perception techniques and specific manners of investigating empirical reality, which frame the shape of alleged "qualitative research" (Neuman, 2011).

This positivism paradigm concentrates on measuring and investigating causal connections that are consistent over time and context. With regards to the nature of study like the one being considered, mentioned earlier, the ontology of positivism paradigm states that reality is genuine and understandable, where the collection and analysis of data enables the testing of theories and proving hypotheses. It rejects the assumption of possibility of more than one translation of reality (Lincoln et al. 2011).
The epistemology of the positivism paradigm accepts that the researcher is independent from the topic under investigation and is fit to conduct the research without influencing the result or outcome thereof or be influenced by it. Having examined the epistemology and theoretical viewpoint adopted in this research, the argument justified that the application of positivism paradigm was best for this study.

5.2.2.1 PRAGMATISM

Pragmatism is an approach which supports actions in research. The focus of the approach is the change that a research could generate in the body of knowledge, and the interaction that exists between knowledge and the resultant action (Goldkuhl, 2012). No other approaches could address real business issues better than the pragmatic approach which combines the attributes of other approaches in solving life problems (Ihuah and Eaton, 2013).

Tackling real business cases requires drawings from both the inductive and deductive reasoning methods. Pragmatism is an obvious epistemological stance associated with the inductive approach which is a vital element of this research work (Ihuah and Eaton, 2013). Rather than argue on the truthfulness or reality of a phenomenon, pragmatism uses content analysis and the result of an experiment such as statistical testing to implement the right action that solves a research problem (Mertens and Wilson, 2012).

Having considered the characteristics of this research work: the use of content analysis, case study (qualitative methods), the collection of data from specific samples using a non-random sampling technique, and statistical testing for analysis and verification of findings (quantitative
methods), it is clear that the pragmatic approach deploys both quantitative and qualitative data in solving the identified research problems.

Because of the desire of the researcher to provide real solutions to real life organisational problems, adopting a pragmatic approach for this research therefore was directed at finding solution to the employee motivation issues identified to be caused by ineffective approach to financial and non-financial incentives, organisational culture and leadership style. The argument above is in agreement with the explanation of Scotland (2012), who emphasised the characteristic of pragmatism to be the avoidance of insignificance to a focus on real business interests and the adoption of the most appropriate methods in finding business solutions and adding value to the field of research and practice.

5.2.2.2 POSITIVISM

Positivism is a philosophy which observes knowledge as genuine only on the premise that they are acquired through experimental measurement (Creswell, 2014; Scotland, 2012): information verification and the interpretation of result is conducted through statistical analysis leading to a logical conclusion to the assumptions of the research. By using statistical methods to analyse and interpret the findings of this research, the researcher concentrated on providing valid answers to the research questions, finding the most appropriate employee motivation approach suitable for enhanced employee performance to the Nigerian public sector, thereby aligning both the positivist and pragmatic methods appropriately.

An advantage of the positivist approach is that it clearly defines causality between the variables of the research as against other methods such as the interpretivist which only aims to increase
general knowledge and thereby not appropriate for this research work. Also, the ability to discover, develop, and validate knowledge through which firms can control phenomenon and make futuristic predictions are characteristics of the positivism approach (Everest, 2014).

Correlation and regression analysis were done through SPSS to establish if there is any relationship between the research variables: incentives (financial and non-financial), organisational culture, leadership style, job variables, demographics, employee motivation and employee performance, and the findings establish that the variables are inter-related.

Another important factor which informed the choice of the approach was that it uses scientific methods in creating knowledge (Irene, 2014). This is also in alignment with the quantitative research method employed for this study which used statistical tools in analysing a large volume of data. The sample size proposed for this research is averagely high and for ease of analysis, the most relevant tool was the SPSS. Traditional scholars often restricted to a choice between the positivist approach as a scientific quantitative method or the qualitative interpretative approach (Doyle et al. 2016).

While the positivist approach has been most popular due to the objectivity in the approach and the mathematical verification system, a combination of methods (mixed method) has recently been considered as a useful way to conduct research rather than the traditional rivalry between the approaches (Everest, 2014). The mixed approach does not only propose a new way of conducting research, it bridges the gap between the qualitative and quantitative methods perfectly (Everest, 2014).
By ensuring flaws such as validity of claims which characterised the qualitative method are corrected through the application of statistical tools enabled by the quantitative method, the mixed method has become a better design than either of the two. The argument above is a further justification of the choice of the positivist paradigm in a mixed design as was with this research work, meaning it is a perfect alignment in research literature.

5.2.2.3 REALISM

Realism is a branch of philosophy which believes that reality is independent from the natural mind. This to a reasonable extent is related to positivism, in that knowledge is built from a scientific standpoint. It was gathered that in management science, there are so many underlying factors that affect knowledge creation, but we are only able to see a representation of the occurrences just as it is in an iceberg (Tashakkori and Teddlie, 2010): what is not seen could only be discovered through theoretic underpins and practices grounded on result-oriented experiments (Mkansi and Acheampong, 2012).

Common feature with realism is that knowledge exists detachedly of our perceptions and or existing theories as is the case of this research where the researcher’s opinion on the context was not a contributing factor to the results and conclusions obtained from the information gathered and analysed, and from a constructive epistemological stand, it was realised that it is impossible to possess the “God eye” perception which is supreme to other forms of knowledge (Mingers et al. 2013).
5.2.2.4 INTERPRETISM

The belief of the interpretivism school of thought is that actions are not necessarily the problems of the society but the underlying intent of each action (Yanow and Schwartz-Shea, 2011). Chowdhury (2014) describing Interpretivism with respect to the above considered it to be the method which refers to reality as a consequence of actions in a social construct. It is associated the more with qualitative data in research: providing contextual and rooted understanding for a situation but this is mostly criticised on the basis of reliability, validity and generalisation (Chowdhury, 2014).

The interpretivists argue that experience and varied perspectives are the appropriate ways to understand a phenomenon and to give the right interpretation in context (Morehouse, 2011). Interpretivist epistemology is a qualitative method that contributes to knowledge by approaching a phenomenon using the inductive process, thereby placing emphasis on action rather than structure, which helps to observe the phenomenon and get reactions through interviews in a natural setting (Neuman, 2011). Despite the benefits of adopting an interpretivist method, it was found short in the right characteristics that this research work requires. For instance, while an interpretivist would aim to understand and define concepts, it does not generalise findings nor identify causes and effects, which are part of the expectations of this research work (Saunders et al. 2012).

The findings from this work would have been tested, validated and could be generalised in the same context: among the purpose of this research work is to explore the relationship between financial and non-financial incentives, organisational culture, leadership styles and employee
motivation, and to establish the effect of the latter over employee performance. This is contrary to the derivatives from interpretivism which is prone to bias and the result of findings cannot be generalised because data is affected by individual opinions and values which makes the result an object of criticism (Thanh and Thanh, 2015).

5.3 RESEARCH PARADIGM

Paradigm is a collection of rationalities and beliefs shared by scientists, which supports the rules and understandings about how issues are to be understood in research (Goldkuhl, 2012). Paradigm is a useful means for understanding and clarifying social phenomena in light of the set of models in the topic under consideration that reveals their relationships (ontology) and techniques, validity, scope and difference between acceptable view and idea (epistemology) (Saunders et al. 2012).

Paradigm implies how an investigation ought to be conducted and how its outcomes ought to be translated to solve the problems associated with the research (Mertens and Wilson, 2012). The positions embraced by the researcher for this study have been explored to build up a better comprehension of how the study questionnaire can be addressed in the most adequate way possible through the determination of an appropriate methodology.

5.3.1 TYPES OF PARADIGMS

The determination of the proper paradigm for this research was dependent on study suitability. The most conclusive variable was whether the paradigm empowered the study to address the research questions and whether suitable research techniques for data gathering, data analysis,
and result interpretation were employed. The five basic research sets of assumptions (paradigms) available for this study are positivism, subjectivism, critical theory, constructivism and pragmatism, in view of relationships between theories and classifications (ontological), theory of knowledge in relation to methods, scope and validity (epistemological) and methodological presumptions (Lincoln et al. 2011).

Through review of the individual qualities, positivist paradigm was chosen for this study, with a specific end goal to gain a clear comprehension of the impact of financial and non-financial incentives, organisational culture and leadership style on employee motivation and their effect on employee performance in the Nigerian public sector. Positivism concentrates on a single reality that is captured through cautious review and applying suitable methodologies. Positivism process is the gathering and analysing of information to allow testing of theories and demonstrating hypothesis. Quantitative techniques are connected, as well as experiments and survey. The researcher is totally different from the exploration and has no impact over the issue being investigated.

The positivism paradigm was regarded as the most distinct from the researcher’s perception and understanding of the nature of information, approach and the reliability of the review. Further assessment of the positivist paradigm proved that it was appropriate to answer the study questions, on the grounds that the positivist paradigm by and large includes quantitative strategies that empowered this study to acquire adequate insight of data, which was essential for developing reality in the positivist paradigm (Mertens, 2010).
Employing a positivism paradigm, this research engaged a cross-sectional survey, a situation where data is gathered only once, perhaps over a period of days or weeks or months so as to answer a research question (Sekaran and Bougie, 2016). The cross-sectional survey is a descriptive research approach that clearly provides precise description of situations to aid deeper understanding of opinions and attitudes (Collis and Hussey, 2014).

This was chosen out of the other available options in order to justify the research overall aim of eliciting employee opinions on factors that affects motivation in their workplace. Taking an instance from Collis and Hussey (2014), for the fact that this research work does not in any way assess a new phenomenon (exploratory research) or define a causal relationship (explanatory research), no other methodology or approach is more appropriate to justify the aims and objectives, and as well answer the questions raised in this research.

5.4 RELATIONSHIP OF RESEARCH PHILOSOPHIES TO THE RESEARCH

Research philosophy have been described in various way by different studies from original categorisation and philosophical stances to modern day scholarly definitions (Mkansi and Acheampong, 2012). Among other importance of research philosophy, it helps to arrange research problems in a logical and manageable order, such that there are clear ideas on the type of data needed to fulfil the objectives of the research, and to answer the research questions.

It is important to emphasise that research philosophy is mostly concerned with the clarification of how knowledge was gained. This is because whatever type of study is embarked upon, it is a development on an existing knowledge: either further study in support of a premise, against it,
or a development which bridges the gap in the knowledge as is the case with this research work.

This study research design is a pathway through which the researcher gathers data, the type of data gathered, and how these provide answers to the research problem. A notable method often discussed in social science is the mixed methodology adopted for this study. Mixed method is most viable when there are both qualitative and quantitative data to be analysed (Teddlie and Tashakkori, 2012). The use of quantitative and qualitative data methods was considered significant for the viability of this research as they revolved around the aim, objectives, and research questions that were clearly outlined from the first chapter of this research to enable unambiguous awareness of the topic under review and assure logical flow.

The motive behind statistical testing in the methods applied was to justify the research results, and to improve the validity of the conclusion. An approach mostly associated to quantitative data is the exploratory approach which allowed the researcher to enhance knowledge on the particular topic under review in this study, adding to the field of thought on employee motivation and the affective factors as a contribution to employee performance in the Nigerian public sector.

Adopting a quantitative design therefore provided a reliability base especially through statistical testing for the identified variables, their effect on employee motivation, and how this in turn affects employee performance. Applying a quantitative technique also provided an avenue for comparative analysis: how factors such as financial and non-financial incentives,
organisational culture and leadership style impacts and or motivates employees in the Nigerian public sector.

Aside from gathering numeric information, it was considered necessary to expand employee responses through interview sessions, which provided another avenue for detailed explanation of experiences. These set of information mostly referred to as qualitative data provided a different method of analysis. This therefore means some elements of qualitative method were adopted for this research work (Sallee and Flood, 2012; Rahman, 2016) and the research work analysed these data through content analysis, a method which synchronises perfectly with the deductive process.

Deductive approach which was utilised as part of this study has been regularly utilised as a part of comparable reviews (Neuman, 2011). These reviews were directed to distinguish motivation factors in different social or cultural settings. Inductive approach which builds up a theoretical subject from experimental reality as recognised through was likewise viewed as an appropriate approach for this study.

The apparent distinction between both approaches is the way that the quantitative research technique (deductive approach) depends on numbers and diagrams, while the qualitative technique (inductive approach) depends on pictures, objects and words (Neuman, 2011). These diverse methodologies make it feasible for various discoveries to be correlative or conflicting to examining a unique situation. On account of the quantitative research, it is essential that the data be quantifiable, reliable, valid and represent a substantial population (Bryman, 2012). With a qualitative review, observation, interview and documents analysis methodologies are
employed as opposed to questionnaire; these gives deep insight and comprehension of a situation through constraining the members of the population under observation (Neuman, 2011).

Through the qualitative technique the researcher can answer a more extensive question and adjust the study process to acquire more data. This helps the researcher to further expand understanding already established through quantitative approach (Neuman, 2011). Conversely, quantitative research essentially pays keen attention at theory testing, which as a rule involves discovering whether a specific explanation remains constant.

Considering the fact that this research is centred around employee behaviour with regards to motivation, it is reasonable to agree that both quantitative and qualitative approach is by a wide margin most applicable and appropriate. Apparently, the application of an approach ought to be validated on the premise that it is most appropriate to address particular research questions. With regards to this research aims and objectives, the quantitative and qualitative approach allows rich and in-depth information to be established so as to comprehend the viewpoints of the effect of financial and non-financial incentives, organisational culture and leadership styles on the Nigerian public sector employee motivation and how it impacts employee performance.

Essentially, the reason for employing different methods in a same research topic is to allow the application of triangulation (Kamel, 2017). Triangulation was divided into four separate parts namely: data triangulation, where information is gathered in time at various points and from different sources; methodological triangulation, admit the application of both quantitative and
qualitative methods; investigator triangulation, where information is gathered autonomously by different researchers on a same research matter and their outcomes being contrasted with reduced individual predispositions; theory triangulation, where a theory is drawn from one discipline and applied (Easterby-Smith et al. 2012).

Qualitative research has a tendency to be more open, because it ordinarily uses words instead of measurement in the gathering of information (Bryman and Bell, 2011). Through the qualitative technique the researcher uses methods such as interview and observation, the result is analysed in a narrative or descriptive approach (Parkinson and Drislane, 2011). According to Bryman and Bell (2011) there are general shortcomings and reactions relating to qualitative research. They include the following:

• Qualitative research is excessively subjective and impressionistic. It over depends on the researcher's regularly unsystematic perspectives about what is critical and vital, and furthermore, on the close individual relationship the researcher builds up with the general population being contemplated;

• It is hard to repeat in business and management research in the light of the fact that it is unstructured and frequently depends on the subjective analyst's creativity;

• Problems of speculation and it is void of transparency.

The idea of tending to explore through a qualitative or quantitative research has turned out to be one of the most generally preferred option in academia for studies that contains qualitative and quantitative data argued issues in academia (Teddlie and Tashakkori, 2012). The choice of the suitable approach determines the quality of the study, and this choice procedure is
controlled by the context of the research. Conceivably, the decision between these two methodologies (qualitative and quantitative) must be controlled by the circumstance in which the study is about, not some confused exploration for accuracy essentially for the study particular purpose. As such, studies on social sciences should embrace whatever approach suits the conditions better.

As it were, both quantitative and qualitative research methods were applied in this study with the specific end goal to improve quality of data. The quantitative technique alongside the qualitative technique immensely helped this review to look at the theory with a large sample size, while they enable the study to give knowledge into the phenomenon being investigated and get a deep understanding of the problems associated with the study. To accomplish that, this review gathered primary data and secondary data concerning the effect of financial and non-financial incentives, organisational culture, leadership style, demographics and job variables on employee motivation and how their impact on employee motivation affect the attitude of employee to perform as expected in the federal public sector of Nigeria.

5.5 OVERALL APPROACH TO THIS RESEARCH

The research used deductive and inductive approaches. This combination has sometimes been called abductive (Järvensivu and Törnroos, 2010). The approach for this research begins with literature on employee motivation and the process of testing the theory and results from findings to find out how applicable it is in the case study organisation is called deductive research (Zalaghi and Khazaei, 2016). Deductive process in research brings about definite, notable, and a typology of theoretical knowledge development which could guide organisations
to better management of business processes as well as employee motivation (Maclnnis, 2011). This means that the deductive reasoning technique could either lead a research into the generation of a new line of thought (Yadav, 2010).

The analysis of data from the Nigerian public sector, coupled with the review of established employee motivation theories from literatures, led to a deduced conclusion which validates motivation theories. Statistical knowledge made this research easier by the provision of a platform through which data gathered was explored, and the relationships between variables examined and the results narrowed down to specific knowledge. This method gave the researcher the opportunity to gain mastery of the research topic and the variables involved, and with the deductive method, results was deduced (Wilson, 2010).

The inductive process is qualitative in nature, guided by individual experience, it is characterised by observation through which generalisation could be achieved. While the deductive school of thought use quantitative techniques such as statistics to make generalisations, the inductive scholars generalise analytically: exploring the applicability of an observed phenomenon to a wider scenario with the intent directed at finding a fit between the observation and a general concept (Onwuegbuzie et al. 2010).

The foregoing means that the movement of data in an inductive scenario is from a precise context to a broader and generalised context, and most likely theories. It also shows that data is flexibly synchronised in context and with contents, giving the researcher the advantage of effectively dealing with the observed information (Alhojailan, 2012).
A major variation between the inductive and the deductive approach is their perspectives on what reality is. While the deductive researcher is looking at general concepts through which knowledge could be expanded, an inductive researcher is considering insignificant but frequent and dominant themes from available data without the strict adherence to structured methods (Creswell, 2013). While it is the truth that a researcher can adopt any method in conducting research, the type of data to be collected plays a significant role in the method decided (Saunders et al. 2009).

The above suggests therefore the conclusions arising from the accumulation of thoughts could either be a new direction to the body of knowledge or could be an improvement on previous findings. For example, a mobile phone was with features such as physical buttons and antenna at the beginning of era. Research brought about much more improvement so that mobile phones could to do much more than just make calls. Touch screen, cameras, internet connectivity and music were the developments made from the general thoughts of improving mobile phone features (He, 2012). Using the deductive reasoning approach helped the researcher arrive at specific conclusions while considering the intent of the work which aims at exploring the impact of financial and non-financial incentives, organisational culture and leadership style on employee motivation. The deductive method was very suited to provide specific answers to the research questions.

The other option embraced to deal with the process of this study is inductive research which builds knowledge by making specific observations that leads to a generalised conclusion (Zalaghi, 2016). The end result of the inductive process in most cases is the development of
theories. This arises from the belief of inductive scholars that a generalised concept could be developed from a single observation as long as the results of findings are subjected to tests and are ratified through scientific methods such as statistics (Godfrey and Hodgson, 2010). Inductive process establishes patterns of behaviour through observation, theories are then developed through the instrumentality of hypotheses (Bernard, 2011).

Presenting information about individual experiences in detailed and generalised form is a quantitative-inductive process. It should be noted however, that this work is more of a deductive approach than it is of an inductive technique because theories have been discovered from literatures to be built on a succession of studies, hence a single inductive report cannot provide a substantial theory (Charmaz, 2014).

5.5.1 SELECTION OF METHODS

Research method can be compressed under the following classifications: survey; experiment; history; historical comparative; archival investigation; in-depth interview; observation; case study; focus groups; panel. The conditions are clearly outlined in table 5.1.
Table 5.1 Research method selection

<table>
<thead>
<tr>
<th>METHOD</th>
<th>FORM OF RESEARCH QUESTION</th>
<th>REQUIRES CONTROL OF BEHAVIOURAL EVENTS?</th>
<th>FOCUSES ON CONTEMPORARY EVENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey</td>
<td>who, what, where, how many, how much</td>
<td>No</td>
<td>yes (usually)</td>
</tr>
<tr>
<td>Experiment</td>
<td>how, why</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>History</td>
<td>how, why</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Historical comparative</td>
<td>how, why</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Archival Investigation</td>
<td>how many, who, what, where, how much</td>
<td>No</td>
<td>yes/no</td>
</tr>
<tr>
<td>In-depth interview</td>
<td>how, who, what, when</td>
<td>No</td>
<td>yes/no</td>
</tr>
<tr>
<td>Observation</td>
<td>how, who, what, when</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Case study</td>
<td>how, why</td>
<td>No</td>
<td>yes (usually)</td>
</tr>
<tr>
<td>Focus groups</td>
<td>how, why, who, what</td>
<td>No</td>
<td>yes/no</td>
</tr>
<tr>
<td>Panel</td>
<td>how, why, what</td>
<td>No</td>
<td>yes (longitudinal)</td>
</tr>
</tbody>
</table>


With regards to the conditions highlighted in the above table, this study employed the methods presented in the rest of this section.

**Survey:** this research employed a questionnaire and interview for data gathering on the foundations, attitudes or characters, beliefs, and opinions of a number of employees. Similar questions were administered without the researcher controlling any circumstance or condition to measure their responses (Neuman, 2011). The questions for this research were designed in a way that they produced both quantitative and qualitative analyses. The study focused on the effect of financial and non-financial incentives, organisational culture and leadership style, as well as intervening factors which include demographics and job variables on employee motivation in the Nigerian public sector. The study did not in any way manipulate or control behaviour as there was no aim to relate with the participants.
**In-depth interview:** this approach is for depth investigation into employees’ opinions on employee motivation. The interviewer (researcher) started by getting information about the topic under examination and afterward explored other areas intended to open up detailed responses (Davis and Michelle, 2011). However, due to the fact that this approach is time consuming, this study engaged it as a tool to carry out a semi-structured interview as follow up on the other choice of method employed for this research.

**Secondary data:** this includes data gathered by someone else for similar issue. Sources of data include external sources such as previous studies, books, published government statistics, periodic and organisation’s yearly reports and internal sources which access may be too exclusive and likely to be restricted (Davis and Michelle, 2011). Secondary data was employed in this study through assessing the Nigerian public sector policies, rules and regulations, the constitution of the Federal government of Nigeria and relevant literature.

**Case study:** this approach means an intensive analysis of data with regards to a small number of researched units, for instance, of individuals, groups or organisations. The method requires the researcher to choose one or a couple key cases to illustrate and logically study an issue or phenomenon. This research utilised a case study analysis, an exploration procedure emphatically connected with both qualitative and quantitative research. Case study has been viewed as a research technique as opposed to research methodology.

Contrary to such view, Yin (2014) underpins this view and opined that case study is an exploration procedure that contains a widely inclusive method which includes the rationale of research design, data gathering, methodology and a particular way to analyse gathered data. In
the light of this, case study is neither an information gathering strategy or just a plan highlight only but an exhaustive research procedure. Furthermore, as a type of research methodology, it can be viewed as a sensible arrangement that associates the observational information to a study's underlying research questions and, most importantly, to its decisions (Yin, 2014).

It can be contended that one of the essential characterising components of a case study research technique is that it gives a variety of points of view which are established in a particular context. The various point of views may originate from numerous data gathering techniques, or from numerous data gathered through a single technique from individuals with alternate points of view on the particular issue that is under observation. Considering the above conditions relevance to this study, a combination of survey (employed the use of questionnaire), interview (semi-structured), case study (applied a single case study) and secondary data (existing literature review) was employed for this research.

5.5.1.1 QUANTITATIVE DATA

Quantitative method of research is concerned with the collection of data and subjected to statistical testing as a means of validating the authenticity of a known knowledge claim. It is the application of statistical techniques to simplify the data collected from respondents (Libman, 2010). The quantitative approach regularly has a rational structure where theories recognise the issues to help the researcher address types of hypothesis drawn from general theories (Bryman, 2012). A major and only type of quantitative research method is a technique that is normally identified with the deductive approach and gives data on what individuals consider
(Neuman, 2011). The following gives more insights with respect to the questionnaire survey, including outline, questions, sample choice and analysis methods.

**QUESTIONNAIRE**

Questionnaires are mostly applied to descriptive and exploratory studies organised through the application of attitude and opinion surveys and surveys on organisational practices (Saunders et al. 2012). This implies that a questionnaire helps a survey to describe flexibility in different research phenomenon. Questionnaire is better when employed alongside different techniques like in-depth interview to distinguish particular behaviour according to (O’Gorman and Maclntosh, 2015).

Questionnaire is appropriate as it enables respondents to be comfortable to express their feelings without fear because ethical issues of the study already protect the identity of the participants. As indicated by Saunders et al. (2012) there are two types of survey: self-administrated (e.g. internet-mediated questionnaire, postal questionnaire and delivery and collection questionnaire; and the interviewer-administered (telephone questionnaire and structured interview). These two types are depicted in the figure 5.

![Figure 5.1 Types of survey (Saunders et al. 2012)](image-url)
This study employed the self-administered questionnaire approach for various reasons; it was more suitable for Nigerian public sector because of fear of identity, it was less expensive than any other approach different, very easy to administer over a large number of participants, less demanding for respondents to complete, and protection of participants personal details increases participation. This kind of questionnaire approach is used broadly in studies. However, some respondents were not familiar with or understand parts of the questionnaire but through the self-administered approach, the researcher ensured that respondents gave correct response to each question by clearly explaining any ambiguous part to participants.

In spite of the above highlighted benefits of the self-administered questionnaire approach, it has been condemned by a few researchers, for instance, Neuman (2011) who argue that it is not appropriate for covering a wide geological region and that anonymity makes it difficult to guarantee in some cases. As highlighted in their opinion, this kind of questionnaire gives little chance to explore more data when respondents give insufficient responses.

Also, pre-coded questions can influence results toward the researcher’s instead of the participants’ opinion. Obviously, no approach is without its own limits and demerits that should be considered to validate the quality of the research; hence, semi-structured interviews were employed to reduce the limitations of the questionnaire approach used for this research.

**QUESTIONNAIRE DESIGN**

As stated in the methodology that questionnaire is the best possible and appropriate approach to gather quantitative information relevant to this research, the questionnaire design therefore was carefully done to contain closed-ended questions which provided the researcher with
uniform length data which were easily quantified (Russo et al. 2015). This type of questionnaire is supported to lead to clarity and maximisation of the response rate as it gives the respondent options that make it easy to answer the questions (O’Gorman and Maclntosh, 2015).

The researcher used questionnaires from other related studies (e.g. Ahmed et al. 2010) to design the questionnaire. The questionnaire started by an appreciation for participation followed by introduction of its purpose, assurance of confidentiality. The questionnaire for this study was divided into sections to clearly state the opinion of respondents regarding the research topic. This research questionnaire consists of six (6) sections:

- **General information**: this section covered personal information for the purpose of eliciting information on employee’s gender, age (demographics), and employment period and grade level (job variables). This information was relevant in identifying how motivation factors differ according to personal preferences and job variables.

- **Organisational culture**: this section contained questions about the views employees of the Nigerian public sector on their organisation norms and values.

- **Incentives**: these set of question covered employees’ feeling about financial and non-financial incentives.

- **Leadership style**: these are a set of questions that covered how employees feel about their supervisor, senior officers and director’s style of leadership.

- **Employee performance**: these questions focused on employees’ feeling with regards to whether there are any aspects of their employment or the way they are treated which they feel affect their performance.
• **Employee motivation:** these questions focused on employees’ feeling with regards to whether they are satisfied as well as motivated.

Generally, it is possible to divide questions into two different groups such as: open-ended questions where the participants are faced with options of flexibility in their responses and close-ended questions where participants have to choose between two options (for example, YES or NO) or (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly disagree). Here the respondents can only pick one settled answer with which they closely express their opinion. This research employed close-ended questionnaire approach since this was assumed, according to literature, to give a reasonable response (see appendix A for study questionnaire).

**PILOT RESEARCH TEST QUESTIONNAIRE**

Pilot research questionnaire is a practical test or rehearsal of the procedure of questionnaire administration which includes distribution and collection that gives the researcher the opportunity to ensure the questions presented were well understood and interpreted along the thoughts of the researcher. This activity is important to enable certain reconsideration or correction, and how many minutes it will take a participant to complete the questionnaire, how the questionnaire will be administered, how to conduct the interview sessions and likely questions to explore during the interview.

A pilot study will help improve the reliability of the study questionnaire by making sure controversial questions are properly edited and relevant questions are included (Neuman, 2011). Pilot study was carried out for the purpose of this research. It was carried out on an
agency under the federal ministry of health in the Nigerian public sector. Details of the pilot study which include results that led to the important corrections to the questionnaire and framework are available in chapter six of this research.

5.5.1.2 QUALITATIVE DATA

Qualitative methods such as interviews, observation, ethnography, case study, focus group, etc, can be employed to gather data (Cibangu, 2012). In any case, interviews are the most commonly used among these techniques because it helps to further expand the understanding of the subject under evaluation through the elements contained in the method process (Alshenqeeti, 2014).

In like manner, this study embraced qualitative method to reduce the possibility of errors and present a more noteworthy understanding into the different factors of motivation. In addition to the questionnaire method to gather data as quantitative technique, semi-structured interview was employed as a form of qualitative technique. The researcher carried out a supplementary interview on employees of the public sector to explore the reasons for responses obtained through the questionnaires administered.

INTERVIEW

Interview technique stands out amongst the most extensively used methodologies of data gathering in social sciences. This method helps the researcher to assemble valid and consistent information that are important and relevant to the research questions (Saunders et al. 2012). Likewise, interviews are regarded to be a suitable method in specific cases, for example, those
which include complex and profoundly confidential data or when the required data cannot be gathered by different methods (Ragab and Arisha, 2018).

Be that as it may, different from other methods, the researcher ought to have the ability and capacity to gather the appropriate responses from the participants and offer help without presenting any close lead (Kamel, 2017). Interview is made up of unstructured interview, the semi-structure interview, and the structured interview. A semi-structured interview approach was employed for this research.

Semi-structured interview is a reasonable technique for gathering data when considering a case study (Yin, 2014). This approach was perfect alongside the study aim and objectives, to expand depth criticism from the participants (interviewees) on the topic under review so the researcher could build up a clear understanding of the factors responsible for employee motivation and impact on employee performance in a public sector. The interviewer took charge of the direction of a semi-structured interview, the participants just followed the lead of the interviewer and in the process, information required for the research was collected.

Different types of interview have been introduced by researchers. Saunders et al. (2007) argue that it can be divided into structured interviews, semi-structured interviews and unstructured interviews. According to Ragab and Arisha, 2018 the semi-structured interviews is mostly employed in finance and accounting and gives a profound comprehension of social phenomenon. Considering this method, the researcher had a list of different related topics and questions that differ from one participant to another, through this, the approach allows
flexibility. Semi-structured interview gave room for exploring questions which emerged amid the interview session to help broaden the discussion.

According to Saunders et al. (2012) this allow the participant to express their sentiments with regards to their understanding and knowledge. Semi-structured interview technique is fit for investigating the research problems in order to get rich data identified with the research topic (Bryman and Bell, 2015). Semi-structured interviews are essential for clarifying and understanding events, examples, and attitudes. They also give the situation of respondents' positions (Bryman and Bell, 2015).

With regards to the above discourse, this research employed the semi-structured interview as follow up step after questionnaire with a specific end goal to develop understanding of the effect of financial and non-financial incentives, organisational culture, leadership style on employee motivation and the impact on employee performance in the Nigerian public sector as a supplementary apparatus to strengthen the discoveries of the questionnaire and secondary data.
Table 5.2 COMPARING QUESTIONNAIRE AND INTERVIEW

<table>
<thead>
<tr>
<th>NATURE OF DATA COLLECTED</th>
<th>QUESTIONNAIRE</th>
<th>INTERVIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliable data</td>
<td>(Bryman and Bell, 2015)</td>
<td>Deep and rich data (Bryman and Bell, 2015)</td>
</tr>
<tr>
<td>REQUIRED RESOURCES</td>
<td>Time saving (Saunders, Lewis and Thornhill, 2009)</td>
<td>Time consuming for interviewer and respondents (Collis and Hussey, 2014)</td>
</tr>
<tr>
<td>COVERAGE</td>
<td>Wider coverage, questionnaire can be sent to many respondents (Collis and Hussey, 2014)</td>
<td>Lesser coverage due to limited respondents (Russo et al. 2015)</td>
</tr>
<tr>
<td>DATA CONSISTENCY</td>
<td>Standardised responses which enable and maintain consistency (Zikmund, 2010)</td>
<td>Variation may occur in the questions making the respondents inconsistent (Zikmund, 2010)</td>
</tr>
<tr>
<td>VALIDITY</td>
<td>Pre-coded responses ensure accuracy of results which facilitates validation process (Collis and Hussey, 2014)</td>
<td>Respondents may provide answers that may not directly address the questions, this negatively affect validation process (Russo et al. 2015)</td>
</tr>
</tbody>
</table>

Furthermore, using the five criteria as highlighted above in comparing both methods, the researcher made it clear that the choice of both methods (questionnaire and interview) of data gathering complements each other and suggest this approach remains the most appropriate for this research.

5.5.2 SAMPLING METHOD USED

The essential objective of sampling is to get a representative sample from a large population, so as to study the sample group from a population to obtain relevant information or value applicable to the group. The sample is expected to show an estimation of the qualities of the population it represents (Johnson and Christensen, 2012). The several activities involved in carrying out a sampling method are choice of population, sampling units, sampling outline,
sample design, sample size sample plan, and actual sample (Johnson and Christensen, 2012). The influence of these activities on this research will be discussed further.

CHOICE OF POPULATION

Choice of population involve making a decision on the choice of the population under factors such as sampling unit, range and time (Davis and Michelle, 2011). The population for the purpose of this research is the Nigerian public sector, since one of objectives of this study is to examine the relevance of motivation theories for employee motivation in the Nigerian public sector, in contrast to previous studies that have focused on either one or two ministries out of the total number of ministries that makes up this sector. It is also important to note that there was no particular category of ministry or department of the federal public sector that was considered. The time spent for this aspect of the research to gather data for this study was approximately eight (8) months by the researcher.

SAMPLING UNITS

Sampling units is described as the response to the question “to whom do we want to talk?” (Zikmund, 2010). The sampling unit for this study was the employees of the federal public sector of the Nigerian public sector. There are 26 federal ministries, inclusive of 6 federal commissions and 115 parastatals operating under the federal public sector.

SAMPLING OUTLINE

Davis and Michelle (2011) put forward that sampling outline involves the physical representation of the population as dependent on the resource constraints of the study. It includes a rundown of cases that firmly approximate every component of the study population.
(Johnson and Christensen, 2012). This study’s sampling frame was a list of federal ministries that make up the Nigerian public sector.

SAMPLE DESIGN

Sample design recognises the technique employed in choosing the sampling unit and may absorb probability or nonprobability designs (Davis and Michelle, 2011; Zikmund, 2010). For probability sampling, the probability of choosing any member of the population for consideration in the sample is known. While for nonprobability sampling, the probability of not selecting any member of the population for consideration is unknown (Davis and Michelle, 2011; Zikmund, 2010).

This research applied the convenience sampling method. This means the researcher rather than adopt a random pick of participants, specific ministries were considered based on their location and ease of access. The Federal Secretariat, Abuja, where all the headquarters of the federal ministries are located was considered the most appropriate sample and was adopted as a result of availability of participants, accessibility and proximity based on the use of convenience sampling method. It was also necessary to adopt a non-random technique because of the cost of travelling through all the states in Nigeria, delimiting the study through a convenience sample for an appropriate decision.

SAMPLE SIZE SELECTION

Choosing the sample size demands deciding the quantity of participants crucial to the achievement of the study objectives. The size of the sample relies on various factors that include consistency of the sampling units; level of trust in evaluating a population boundary;
accuracy of the evaluation; statistical strength required; analytical process decided; and limitations of resources such as costs, human and time. By and large, the more similar the sample units are, the smaller the sample needed to constitute the population.

Certainty is the degree that the researcher needs to ensure while assessing a genuine population parameter. Higher degrees of certainty for the most part require a wider sample size. Accuracy implies the closeness of the analysis to the genuine population boundary, demonstrated statistically by the extent of the standard error of the analysis. Higher accuracy requires a wider sample size. The statistical strength implies the researcher’s capacity to effectively identify a relationship. The higher the strength needed by the researcher, the wide the sample size needed.

Sample size consideration that is most times associated with smaller samples is qualitative while wider samples are often associated with quantitative research. There are situations where the use of smaller samples is reasonable for a quantitative research, and wider sample for qualitative research. Meaningful quantitative research needs a minimum number of 350 participants (Perry, 2010).

Thirdly, encounter from the pilot test demonstrated that a reasonable number of employees from different ministries within the federal public sector will participate in the study. Based on the above considerations, a total number of participants targeted for this study was fixed at an aggregate of 1000 employee reactions from the 26 federal ministries, 6 federal commissions, and 115 federal parastatals and agencies. Participants response rate for this study is explained in chapter 7 of this study.
5.5.3 ENSURING DATA VALIDITY AND RELIABILITY

The priority of the researcher is to establish honesty, validity and trustworthiness of their discoveries through measures that are substantial and reliable (Neuman, 2011). In the case of quantitative analysis, internal credibility is the level of certainty and assurance that the findings of a research are valid and can be trusted. It focuses on setting up basic reality estimation of the suggested causal connections between the dependent and independent variable measurement parameters.

External credibility on the other hand implies the generalisability of the assumed cause-impact relationship among two factors to new situations with different subjects. Reliability concerns the consistency of the discoveries, essential factors to be measured in an exact, likely and substantial practice (Neuman, 2011). There exist four fundamental kinds of validity and three kinds of reliability in quantitative research. They are outlined in the section below.

VALIDITY

Measurement scale is said to be valid when it actually measures what it indicates to measure, and the validity alludes to the extent conceptual and operational meanings connect (Neuman, 2011).

*Face validity* expresses the extent to which individuals trust the connection between the meaning and measurement of a concept. This evaluation is practiced by those acquainted with aspects of the study (Neuman, 2011). With regards to this study, face validity was fulfilled by ensuring the employee involved are staff of the Nigerian public sector.
**Content validity** investigates the extent to which all aspects of a concept are represented. It is hard to specify every area of a concept, yet strategies that assist in the identification of basic areas incorporate a thorough search of the literature to distinguish every conceivable thing to be incorporated into the measure; acquiring expert point of view on the things included or excluded; leading pre-test groups and pilot study by same sets of participants as the population to be investigated, enhance suggestions and reactions; and adjusting measures, as essential, in the light of input from professionals and pre-test groups (Davis and Michelle, 2011). With regards to this study, each of these processes was applied as indicated in chapter seven.

**Construct validity** is related to measures that consist of numerous pointers, addresses the extent of uniformity in the operations of the numerous pointers and the extent to which the measures represent the idea being measured (Muijs, 2011). Literature review encourages the identification of factors connected to specific ideas (Davis and Michelle, 2011). This process was clearly reported in the literature review section (chapters 2 and 3) of this research.

**Convergent validity** is concerned with a situation when different measurements that measure basically a similar concept converge or are related with each other (Muijs, 2011). This concept was applied in this study, over various measures. For instance, the factors employed in a section of the questionnaire that incorporates evaluation of leadership style. The convergence among measures is investigated through element analysis of several measurements.

**Discriminant validity** refers to a situation where the measures of one idea connect or converge together. However, they are negatively related with different ideas (Muijs, 2011). The research questions in this study endeavoured to recognise the factors (financial and non-financial
incentives, organisational culture, and leadership style) that motivate public sector employees in the Nigerian public sector. Outcome of the analysis in chapter seven revealed which measures show convergent validity and those that exhibit discriminant validity.

*Concurrent validity* happens where an idea is confirmed by contrasting it with another generally acknowledged or previous measure of a similar idea (Muijs, 2011). With regards to this study, correlation was made with applicable motivation factors recognised in the situation investigated of Nigerian public sector and other important cases recognised in the literature.

Under criterion validity, a situation where a measure forecasts a future occasion or conduct that is logically identified with an idea is referred to as *predictive validity* (Muijs, 2011). Predictive validity was employed in this study by evaluating the impact of financial and non-financial incentives, organisational culture, leadership style on employee motivation and how their impact influences the attitude of employee towards performance. The predictive validity level was clarified in the analysis carried out in chapter seven.

**RELIABILITY**

Reliability is concerned with replication, stability and mostly significantly dependability where, the numerical outcomes delivered by a measure do not shift in view of attributes of the measurement procedure or the measurement tool.

**Stability:** this alludes to duplicate measuring of similar things at various circumstances with similar individuals. Stability is proof where this 'test-retest' technique creates similar fundamental outcomes of findings. A variety of this techniques is where a comparable arrangement of the measure is applied for the second test. This method is expensive and can
be inconclusive. For instance, if there occur differences in outcomes between two tests, there is no certainty such difference is as a result of participants' perspectives or is owing to the fact that the measuring instrument is unreliable.

Alternative methods are difficult and expensive to create also, any observed unreliability may be inferable to a questionable measure or a non-proportional instrument (Muijs, 2011). Applying this method was impossible for this study because it was practically impossible to meet the participants for a second test, especially when the questionnaires were dealt with by anonymous participants.

**Representative:** this looks at the consistency of outcomes of findings across sub-populations or group of individuals (Neuman, 2014). With regards to this study, various subgroups (male and females; age aggregates; number of years in employment, and grade level or position) were considered. Notwithstanding, investigating subgroups reflects the issue of the 'test-retest' technique because it cannot be sure if any irregularities are as a result of genuine contrasts between the subgroups, or to low dependability of their opinions.

**Equivalence:** this is concerned with a situation where there are numerous measures for a particular concept. The basis for reliability is on the fact that these measures display similar characteristics, and the internal stability technique assesses their similarity. A 'split-half' method refers to dividing the measures (normally randomly) into equal parts and connecting the outcomes of the finding of one half with those in the other half. Notwithstanding, the coefficient of reliability is entirely subject to the way the measures are divided.
The 'Cronbach's alpha' method addresses this inadequacy by calculating mean reliability coefficient analysis for all conceivable methods for dividing the measures into two halves (Muijs, 2011). Based on the fact that Cronbach's alpha technique is the mostly employed for assessing the reliability of numerous measure concept, the method was employed for the purpose of this study.

COMMON METHOD VARIANCE

This implies variance connected to the measurement technique as opposed to the constructs that the measures represent. Common method tendency may come about because of an artefactual covariance amongst independent and dependent variables where a similar participant gives the measure, for example, single-source data gathered from surveys, just as related to this study (Chang et al. 2010; Podsakoff et al. 2012; Reio, 2010).

Common method variance could initially emerge from the respondents’ opinion tendencies. Such include consistency motif, where participants maintain consistency throughout opinions; implicit theories, where participants expect connections between traits, beliefs as well as results; social desirability, where opinions reflect societal acceptance as opposed to the participants’ actual sentiments; leniency bias, where participants support relationships and behaviours of those they like, instead of those they do not like; acquiescence bias, by either agree or disagree survey questions, irrespective of the content; and mood state, where participant see themselves and their general surroundings in negative or positive terms, or where a recent situation quickly impacts the participants' perspectives (Williams et al. 2010).
Besides, common method variance can emerge from the survey attributes. For instance, opinion to questions deducing social obligation, or reflecting socially required behaviour, perceptions, might be clearly related. Nonsense, new words, ambiguity and question intricacy may prompt random or individual inclination or trait opinion. The application of conversant scales, (for example, Likert-scales) and scale values ('strongly disagree' to 'strongly agree') all through questionnaires presents participants with a traditional format, needing less cognitive handling, however, may initiate covariance of opinions. The mediation of contrarily worded inquiries is intended to limit this level of resemblance.

Conversely, presenting an alternate scale or style of question obliges participants to consider how to respond to the question, including extra learning and more serious assignment in the process, possibly leading to reducing opinion strength. Participant’s opinion to the initial few questions is likely to provoke a disposition that encompasses all opinions (Chang, Witteloostuijn and Eden, 2010; Hair et al. 2010).

One method for controlling common method variance is getting measures from various sources, which include observers, peers and supervisors (Chang, Witteloostuijn and Eden, 2010). Although it was practically impossible to gather and pair measures of independent and dependent variables, employees of each ministry that made up the Nigerian public sector were given equal opportunity to participate in the survey.

**DATA ANALYSIS TECHNIQUE**

Analysis procedure in research is to look further into the available raw data for factors that clarify the kind of phenomena (Denscombe, 2014). This process is always in alignment with the
problem of the study and objectives by determining the best method of analysis that will give answers to the research questions (Davis and Michelle, 2011). With regard to quantitative research, data representing empirical certainties are controlled to recognise particular format or connections and to examine hypothesis (Neuman, 2011). Data analysis comes before data preparation (Davis and Michelle, 2011) and techniques alluding to these two phases, as they relate to quantitative analysis. These will be discussed further in this section.

**Data preparation**

Data coding generally comes before data collection. It involves allocating a number to a piece or group of data thereby enhancing statistical analysis (Neuman, 2011). Data collected is afterwards entered into an analysis platform where the data can be screened. Screening and cleaning of data involves recognising and correcting coding errors, checking for variability in responses, and managing missing responses (Neuman, 2011). With regards to this study, data were collated through excel spreadsheet where codes were pre-assigned to each question. The data collated were transferred to a generally preferred statistical package for social science research (SPSS 2015 V 23.0).

**Data analysis**

This study engaged two classifications of analysis which includes descriptive statistics describe illustrate, summarise, clarify fundamental format in the data. Also, inferential statistics employ probability theory to test theories, allow inferences from a population sample and examine if descriptive outcomes are probably going to be as a result of random factors or a genuine relationship (Johnson and Christensen, 2012). The statistical methods applied at each stage of
this study recognise normal descriptive statistics as percentages as well as the mode for nominal scales; the median pertain to ordinal scales while the mean and variance are applied for interval scales and likewise where ordinal scales are dealt with as interval scales; and linear means is suitable for ratio scales.

UNIT OF ANALYSIS

Unit of analysis has been broadly examined to a point where its importance has ended up so obscured (Carolan et al. 2015). Many researchers regard the unit of analysis as a case (Bengtsson, 2016). However, the kind of unit of analysis relies on the reason and nature of the case study (Yin, 2014). This is very necessary because it aids researchers to plan the case study in a logical and dependable way. With a specific end goal to answer the research questions in relation to the study, a large public sector organisation was chosen. The researcher targeted 1,000 participants from the Nigerian public sector for this study. The researcher travelled to Nigeria three (3) times to ensure approval was granted to administer questionnaires and conduct interviews.

According to the study’s aim specified earlier in the study, also considering the intrinsic quality of the case study under review, this research employed a single sector; the Nigerian public sector was the unit of analysis (one unit). Referring to the case as intrinsic implied that there was just a single case; nonetheless it could have been conceivable to have numerous units under examination within this case. This research focused on an all-encompassing unit of analysis, because it attempts to understand employee motivation and the impact on employee performance in a Nigerian public sector which is the highest public sector rather than consider
sub sectors such as the state public sector, local Government public sector which makes it multiple sections of the sector.

**SCALE OF MEASUREMENT**

Having established the unit of analysis to be incorporated into this research, a scale of measurement was necessary and required to be determined as well. Measurement is described as the means of assigning numbers (scale of measurement) to the study object, individuals, states and matter, with the aim of interpreting their attributes and properties into a format that the researcher can easily analyse (Davis and Michelle, 2011). Scale of measurement are arranged under four categories namely nominal, ordinal, interval and ratio (Neuman, 2011), see Table 5.3

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>DESCRIPTION</th>
<th>BASIC EMPIRICAL OPERATIONS</th>
<th>TYPICAL USAGE</th>
<th>TYPICAL STATISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOMINAL</td>
<td>Apply numerals to identify objects, individuals, matter or groups</td>
<td>Determination of equality/inequality</td>
<td>Classification</td>
<td>Percentage/Mode</td>
</tr>
<tr>
<td>ORDINAL</td>
<td>In addition to identification, the numerals provide information about the relative amount of some characteristic possessed by an event, object, and so on</td>
<td>Determination of greater or lesser</td>
<td>Rankings/Ratings</td>
<td>Median (mean and variance)</td>
</tr>
<tr>
<td>INTERVAL</td>
<td>Possesses all the properties of nominal and ordinal scales; in addition, the intervals between consecutive points are equal</td>
<td>Determination of equality of intervals</td>
<td>Preferred measure of complex concepts/constructs</td>
<td>Mean/ Variance</td>
</tr>
<tr>
<td>RATIO</td>
<td>Incorporates all the properties of nominal, ordinal, and interval scales, plus an absolute zero point</td>
<td>Determination of equality of ratios</td>
<td>When precision instruments are available</td>
<td>Geometric mean/Harmonic mean</td>
</tr>
</tbody>
</table>

Table 5.3 Scale of measurement categories (Davis and Michelle, 2011)
As outlined above, the four categories of measurement scale were employed in this study questionnaire. Nominal scales were employed in Part A of this study questionnaire for justification of gender, age, length of employment, grade level. Ordinal scales were employed in Parts B to E on a Likert scale to rank things where the qualities increased continuously, yet not at equivalent interval. The questions in this study were designed on a five-point Likert scale which is broadly employed in social science research. Likert scale is a significant approach to categorise the level of importance participants allocate to each factor and it enables the creation of a list that is easy for the participants to respond to and for the researcher to code (Collis and Hussey, 2014).

Likert scales are generally used to measure opinion, with an array of options to express participant opinions or reactions to a question. The range of options normally constitute an ordinal scale of measurement that consist of, for instance, five classifications of reaction in particular order: strongly disagree; disagree; neither agree nor disagree; agree; strongly agree (Harpe, 2015).

Some studies argue in contrary to the use of five scale. Some studies argue in support of the use of at least seven or more scale, considering issues around reliability and validity (Subedi, 2016). Notwithstanding, most participants prefer a less scale which selection depends on the conditions of the research survey (Subedi, 2016). For instance, in surveys where participants are faced with time pressure, a five scale or even three scale, which participants believe to be generally fast and friendly, may be important to avoid participants getting frustrated and loose
interest (Dolnicar, 2011). Besides, data gathered using five scale, seven scale or even ten scale formats can present the same results (Pearse, 2011).

For this study, a five Likert scale was chosen. According to Saunders et al. (2012) the questions were designed thus 1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly agree, the other part was expressed as 1 = Yes - very negatively, 2 = No – not in any way, 3 = Yes – very positively (see appendix A). Likert scale measures sentiments, convictions, and behaviours by demonstrating different degrees of agreement with a statement (DeVellis, 2012). In most cases, while Likert scale variables represent a basic constant measure, they are also ordinal scale as a participant level of understanding between "strongly disagree" and "disagree" may not correspond with the level understanding between "strongly agree" and "agree" (Harpe, 2015).

Nevertheless, data from Likert scale are normally regarded as an interval scale, developing additional discussion over the validity of applying parametric methods (Norman, 2010). Parametric method might be applicable where various Likert scale questions, that measure a single phenomenon, are consolidated into a complex list (Norman, 2010).

5.6 RESEARCH METHODOLOGY SUMMARY

The research adopted an analytical method which validates information through statistical means. The analytical approach adopted concentrates on establishing “why” and “how” financial and non-financial incentives, organisational culture, style of leadership, demographics and job variables in the Nigerian public sector serve as either a driver for effective employee motivation or as demotivation and impact the attitude of employee towards their performance.
In addition to the statistical method, the study also employed content analysis to support and further expand the understanding of the research topic. In summary therefore, the approach employed for this study includes gathering and analysis of information through statistical and content analysis: which alongside validates existing motivational theories, and the study hypothesis.

Also needed were measures of the factors hypothesised to be the prime influences on the level of an employee’s motivation, i.e. the ‘independent’ variables, namely: financial and non-financial incentives, organisational culture and leadership styles. Data would also be needed on employees characteristics (age and gender) and status within the organisation (grade level and length of service), i.e. ‘intervening’ variables, which could also affect motivation.

It was decided to measure all these variables using a self-completion questionnaire (Saunders et al. 2012) designed using closed-ended questions drawing on questionnaires from other related studies (e.g. Ahmed et al. 2010), and then use statistical techniques to measure the associations or correlations between them, that is to say the relative strengths of the arrows linking them (Saunders et al. 2012).

In order to understand further the processes underlying these relationships a series of semi-structured interviews was undertaken with a small sample of 12 employees from different federal ministries headquarters under the Nigerian public sector to explore wider reasons for responses obtained through the questionnaires administered (Saunders et al. 2012). Adopting a qualitative approach is of immense importance to this research work because it further expands understanding already established through quantitative approach.
The researcher attempted to examine employee performance by participants self-reporting on their performance as it is their attitude and feelings of not performing well because of their motivation. The same questions tested on independent variables were used to examine employee motivation impact on the performance of employee. From answers, the researcher has assumed there to be a direct link between level of motivation and level of performance, recognising though that there are other factors such as time and resources that can also affect employee performance levels.

The researcher conducted a survey on the Nigerian public sector using a convenience sample: a non-probability sampling method. Through this method, the researcher chose participants based on convenience of the closest reachable population within the country geographical location. Employing this method, respondents who are member of the population, available and accessible to the researcher were chosen.

Convenience sampling is most times viewed as 'accidental sampling' since participants might be chosen in the sample essentially as they simply happen to be located close to where the researcher is gathering data (Etikan et al. 2016). Convenience sampling is a kind of non-probability or non-random sampling where individuals from the target population (Nigerian public sector) that meet certain reasonable conditions, for example, accessibility, proximity of location, availability, or interest and willingness to partake are combined with the end goal of the research (Celik, 2015).

This approach does not use random sampling at any phase of the selection process, so some members of the population may have a better chance of being chosen. This data collection
approach is cost effective, easy and ensured safety especially in a period characterised by serious security challenges across the country. The approach chosen ensured and satisfied the safety of the researcher who would have been put to risk by travelling across the states of the country for data gathering purposes.

The application of this approach ensured time and resource management, as well as handled the risk of travelling from one state of the country to another state. Through this sampling method the researcher chose the headquarters of the federal ministries in Abuja based on convenience, accessibility, availability, and geographical location rather than the entire federal ministries branches that operates as liaison offices across the 36 states of the federation.

This type of non-probability sampling method qualifies every employee of the federal ministries in Abuja to be part of the sample. To get the questionnaire completed, copies of the questionnaire were distributed to employees of the federal public sector headquarters in Abuja, by going from one federal ministry to another, from one department to another and each employee in every office was considered in administering the questionnaire, some employee agreed to participate while some declined.

A letter of authority was obtained from the University introducing the researcher and the research topic and solicited for assistance and collaboration with the researcher data gathering processes. The letter concluded by assuring the authority of the Nigerian public sector that the information collected would be confidential and reported anonymously. The letter was approved by the Minister of each ministry of the federal public sector in Abuja, Nigeria, and they all urged their staffs through internal memo to participate in the survey. An officer was
also assigned to take the researcher round the organisation from one department to another to ease questionnaire distribution among employees.

Questionnaires were offered to every employee present in each office visited within the organisation departments, although some rejected due to personal reasons. The process aided access to speak directly to employees give further information on the purpose of the research and enlightened them that is only an academic research and that as much as their participation will be appreciated, it is also voluntary. Also, participants of the interview sessions were informed at the beginning of the session that they are free to withdraw their participation should they feel uncomfortable about the questions.

Questionnaire was designed with closed-ended questions that enabled the respondents answer the questions easily. Semi-structured interview questions were also designed and conducted on 12 officers from different ministries to further expand the information already obtained through questionnaire. This gave the researcher an opportunity to ask the respondents probing questions in areas that require further understanding. A convenience sampling method (a non-probability method) was chosen and used to administer questionnaire on the Nigerian public sector employees that are spreads across 26 federal ministries, inclusive of 6 federal commissions and 115 parastatals operating under the federal ministries. 723 employees out of the total number of employees participated in the survey.

The researcher administered the questionnaire personally and through the help of the assigned officer of each ministry. Questionnaires were self-completed, some respondents completed it while the researcher was present, and some requested the researcher to return on a certain
date for collection. 1,000 copies of questionnaire were printed and shares, out of this total number of 1000 questionnaire administered, 723 were returned completed and 26 were rejected due to failure of the respondents to complete important data on the questionnaire.

Coded answers were provided for respondents to tick and there were no open-ended questions which required them to write in an answer. This aided the use of SPSS for analysis of the figures obtained. Interview was conducted on 12 employees from different ministries under the Nigerian public sector to further develop the information already obtained through questionnaire. This was analysed using content analysis technique.

Analysis of data was done through SPSS as mentioned earlier: descriptive statistics was used to describe the basic features of the data gathered on job variables, demographic distribution, financial and non-financial incentives, organisational culture and leadership style. Reliability analysis carried out on this study was aimed at checking how reliable the data gathered are, that is to say, it shows if the same results would be generated if the research is conducted again under the same condition.

Because there are multiple variables with similar responses, factor analysis was employed to reduce and group similar variables into a common and recognisable factor for easy interpretation. It would have been difficult to pick out each variable individually and analyse them: they were therefore grouped into recognisable factors such as organisational culture, incentives, leadership style, employee performance and motivation.

This helped the researcher to summarise data using numerical method so that relationships and patterns can be interpreted and understood as argued by Yong and Pearce (2013). Through a
principal component analysis, some of the variance obtained were deleted and the system was able to extract five interpretable factors (as listed above) from the whole. Correlation analysis was used to measure the strength and relationships between the variables observed in this study, to show if it is a perfect negative relationship (-1.0) or a perfect positive relationship (1.0), or otherwise.

The importance of correlation was to check how closely associated the variables are which also aided in identifying which of the variables have more impact on the others. Through this analysis, the researcher was able to establish that the closer the correlation coefficient gets to either a perfect negative or perfect positive relationship, the stronger the correlation, but where it is close to zero, the correlation becomes weaker, and regression analysis was used to determine the direct relationship between the independent variables (X) that best suggest the significance of the dependent variable (Y).

Since various variables are being assessed in this study to affect employee motivation, the regression analysis provided an avenue to sort the variables according to their level of importance. It should be noted that relationships between variables as used in this research work is in the context of independent and dependent variables. Therefore, these analyses were employed to check the relationship between the research variables: the connection between them and which factor have more influence on the dependent variable.

The second part of the analysis focused on interview analysis which covers analysis of respondents’ opinion: their individual/personal experience on the motivational factors which leads to enhanced performance. From their responses, the researcher was able to identify
common words or recurring statements on respondents’ satisfaction or dissatisfaction to develop themes upon which the discussion was based. It was also explained earlier that peer review was used to check the reliability of the transcribed interview, and the interpretation given to them.

The result obtained from the analysis of the data gathered provided answers to the research questions on the impact of the independent variable on dependent variables: financial and non-financial incentives, organisational culture and leadership style, including job variables are drivers of employee motivation as obtained from literatures and also applicable to the Nigerian public service.

To justify the truthfulness and reality of the data used, a pragmatic approach was also employed: a strategy through which numerical and non-numerical data were obtained and analysed. A survey was conducted using questionnaire to obtain information and the responses were coded such that they generated numbers that were imputed into the SPSS sheet. Interview sessions were also held to further expatiate the responses obtained from the survey.

Although the information obtained were explanatory in nature, themes and common words were extracted to generate and explain relevant information. The interpreted result was subjected to peer review as a means of enhancing the validity of the data, as well as cross examination with existing literatures on the topic. This implies the outcome of this study is valid and can be generalised in a similar context since they have been checked through statistical instrument.
With the choice of a positivist technique, the researcher was able to apply statistical application (SPSS) to the researched variables and this enhanced the validity of the research result. Since the positivist approach can only verify results after scientific evidence have been produced, this research work was aligned with the method in order to provide verified interpretation to the research topic. Rather than depend on existing theories and previous research results, a verified result was obtained through the application of statistical model.

5.7 ETHICAL CONSIDERATION

Ethics consideration in research is an important part that refers to the actual guidance of the research process by keeping up with the ethical standards and rules (Johnson and Christensen, 2012; Neuman, 2014). It is the researcher’s duty to approach participants with respect, be honest in analysing data and clearly report outcomes or discoveries (Johnson and Christensen, 2012; Neuman, 2014). The below further explain how standards and rules influence this study.

Informed consent

Informed consent acknowledges the rights of participants to decide whether to be involved in the survey or not (Johnson and Christensen, 2012; Neuman, 2014). Such decision or choice must not be compulsory but deliberately voluntary, with clear understanding of the contents, their responsibility and the research topic.

Participants ought to be furnish with information about the study and its aims; research process; disclosure as well as assurance of confidentiality and anonymity; requests on their time; decision to withdraw; how discoveries will be utilised and communicated or published;
process of grievances; and an offer to give a overview of discoveries (Johnson and Christensen, 2012; Neuman, 2014).

Nobody ought to be compelled to give an opinion in a survey, and respect participants choice to withdraw from taking part in the survey (Davis and Michelle, 2011). Agreement to participate to in the survey can be in writing, informed consent is unconditionally given by respondents when completed questionnaires were returned (Johnson and Christensen, 2012; Neuman, 2014). The rules explained above were considered in this study.

Confidentiality and anonymity
Confidentiality considers the management of the data to preserve participant’s identity. The rules of confidentiality acknowledge that the gathered data may have participants name written on the questionnaire, however the data reported does not allow connecting particular participant to the response and is publicly presented in cluster form (Johnson and Christensen, 2012; Neuman, 2014). Respondent’s privacy is abused if information is gathered or communicated or presented without their consent (Davis and Michelle, 2011).

Anonymity likewise secures privacy especially when respondents stay anonymous and subsequently cannot be recognised or connected to the date (Johnson and Christensen, 2012; Neuman, 2014). Anonymity can be established by the utilisation of codes that ensures the data is not in any way traceable to the respondent or, on account of the questionnaire, with unknown name returns (Johnson and Christensen, 2012; Neuman, 2014). With regards to this study, participants name was not included in the questionnaire neither was it requested during interviews.
Avoiding harm

Research ought to abstain from harming respondents physically, mentally, lawfully, or by influencing their profession or salary. Respondents ought to never be exposed to circumstances in which they could be subjected to physical or mental harm. The integrity of participants is established by respecting privacy; conducting fair research and being aware of the impacts of discoveries on respondents' reputation, relationship, joy and lives (Johnson and Christensen, 2012; Neuman, 2014). For the purpose of this research, respondents were not in any way subjected to harm of any kind. For example, where individual personal information such as age was requested, ranges were given, instead of obliging respondents to supply particular detail.

COMMITTEE APPROVAL

Having satisfied research ethics consideration, this research study was approved by the Cardiff Metropolitan University Research Ethics Committee.
CHAPTER SIX

6.0 Pilot Study

6.1 INTRODUCTION

Pilot study was the initial step of the research on effect of financial and non-financial incentives, organisational culture and leadership style on employee motivation and the impact on employee attitude towards performance in the Nigerian public sector. This chapter covers the pilot study conducted at the National Health Insurance Scheme, Abuja, an agency under the Federal Ministry of Health, Abuja, in the Nigerian public sector. The substantial part of the pilot chapter explains the overview, procedures and the result of the study. Details of the procedures of data collection and summary of findings are discussion in this chapter.

A non-experimental research method was employed for the pilot study. Quantitative research method was used to inform the pilot study in the design stage and to support variables and conceptual framework development. Data were collected through the administration of structured questionnaire to a cross-section of employees in the Nigerian Health Insurance Scheme.

Qualitative data was expected to be gathered through interview to assist in the analysis and interpretation of selected variables in the pilot study, but the researcher was unable to carry out this due to time factor and security problems in Nigeria at that period. However, during questionnaire administration, some employees required enlightenment on some questions, so
the researcher seized the opportunity to ask certain questions which helped to validate some responses from the completed questionnaire.

6.2 PILOT STUDY PARTICIPANTS ORGANISATION

The pilot study part of this research was conducted in the National Health Insurance Scheme (NHIS). This organisation was established under Act 35 of the Federal Republic of Nigeria. The Scheme is a parastatal under the control and supervision of the federal ministry of health. The total questionnaires distributed for this pilot study were 50. Out of this total, 27 were returned (54% response rate) and 23 were not returned because the employees with these questionnaires did not turn up for work on the date of collection. Attempts were made to collect more completed questionnaires, but they failed. Participants were randomly selected based on convenience, but the researcher was careful to ensure participation from various extents relevant to the pilot study.

6.3 PILOT STUDY OBJECTIVES

The purpose of the pilot study was:

- To examine the conceptual model designed for this study
- To examine the relevance of the conceptual model with the literature and studies already discussed in chapter three of this study.
- To examine the relevance of the key variables contained in the questionnaire developed to the research framework as shown in chapter four of this study.
6.4 PILOT STUDY PROCEDURES AND OPERATIONS

Questionnaires were distributed to employees of NHIS for this pilot study. The survey yielded essential background and contextual information on personal information (demographics and job variables) to elicit evidence on employee’s gender, age (demographics), and employment period, grade level (job variables). This information is relevant in identifying how motivation factor differs according to personal preferences and job variables.

In the questionnaire also, employees of the Nigerian Health Insurance Scheme employees ranked 21 points in order of importance on how satisfied they are on their job. This helped to identify and at the same time determine the extent of employee motivation through the data gathered and analysed. Covered in the questionnaire also was the Nigerian Health Insurance Scheme employees’ feelings about how their ministry works. This section helped the researcher in identifying the extent of employees’ motivation on their current jobs considering the organisational culture regarding rules, policies and regulations, and the leadership style of Nigerian Health Insurance Scheme a parastatal of the Nigerian public sector.

Open-ended questions were also posed at the end of the questionnaire to gain additional comments from employees. The questionnaire for this study was divided into sections on a 4-point Likert scale (see appendix C for pilot questionnaire). As mentioned earlier, the researcher planned interview on few selected officers of the Nigerian Health Insurance Scheme to explore the reasons for such responses obtained through these questions failed. Secondary data was based on literature contained in the chapter three of this research. The analysis of the survey was conducted using SPSS and Microsoft Excel 2010.
6.5 PILOT STUDY DATA COLLECTION PHASE

One of the main objectives of this study was to practice data collection. Since the researcher had no adequate knowledge of this kind of research prior to this, the pilot study gave an insight into the challenges expected in the administration of questionnaire in the Nigerian public service. With regards to this pilot study objectives, the quantitative approach used allowed rich and in-depth information to be established so as to comprehend the viewpoints of the effect of financial and non-financial incentives, organisational culture and leadership styles on the employee motivation and employee performance of Nigerian Health Insurance Scheme.

This pilot study employed the self-administered questionnaire approach for various reasons; it was more suitable for Nigerian Health Insurance Scheme because of fear of identity, it was less expensive than any other approach, very easy to administer over a large number of participants, less demanding for respondents to complete, and protection of participants personal details increases participation.

6.6 RATIONALE FOR PILOT CASE STUDY

This pilot study was carried out by the researcher to test the questionnaire developed so the researcher can determine if the right questions were asked and if the actual required areas needed to make judgement were covered adequately. Since the researcher had no adequate knowledge of this kind of research prior to this, the pilot study gave an insight into the challenges expected in the administration of questionnaire in the Nigerian public service. Also, the pilot study helped the researcher to test the variables developed in the conceptual
framework, to determine where adjustment or correction is needed for better focus on the
study.

6.7 FINDINGS AND DISCUSSION

This section presented outcomes after coding and analysis of the data gathered for this pilot
study. Using SPSS and Excel 2010, the researcher analysed the data through charts and graphs
to show the respondents responses to the questionnaire and also the correlations between the
responses and factors raised.

6.7.1 RESPONDENTS OPINION ON FACTORS AFFECTING MOTIVATION

This section fulfils the pilot study objectives by examining the conceptual framework (Figure
4.1) developed through theories and studies reviewed in literature. Propositions put forward in
conceptual framework are:

- Financial and non-financial incentives
- Organisational culture with regards to the work process, rules and regulations
  regarding recruitment and selection process, promotion and remuneration will
  affect respondent on motivation factor.
- Leadership styles will affect respondent’s opinion on factors
  affecting motivation.
- Demography and job variables.

The respondent’s opinions were divided into 4 relative statuses (Likert scale) and interpreted as
follows: section two and three: unimportant, a bit important, important, very important;
section four: strongly agree, agree, disagree, strongly disagree (see full details of analysis in appendix D).

6.7.2 PILOT STUDY DISCUSSION SUMMARY

The public sector employs resources, both human and material to efficiently deliver objectives laid down by the government. Stated in the literature of this study, public sector employees are responsible to the realisation of this goal. To realise this objective, employees require motivation to enhance the right attitude and commitment necessary. The pilot study examined the Nigerian Health Insurance Scheme as a system with employees as players in a formal environment. The pilot study took a case study approach to translate the stated objective into achievable empirical study. This enabled an in-depth understanding into the opinion and challenges of employee motivation in Nigerian Health Insurance Scheme.

To examine employee motivation in Nigerian Health Insurance Scheme and gain good understanding into the relationship between behaviours and consequences, this pilot study considered motivation theories as revealed through literature review in chapter three of this research. A conceptual model was developed through these theories and was tested as pilot and help to assess the factors affecting Nigerian Health Insurance Scheme employee motivation.

The results of the pilot study showed that NHIS employees place importance on the 21 motivation factors grouped into four: financial incentives (salaries and wages, rewards, medical benefits, incentives for higher performance, regular salary and wages progression), organisational culture in relation to the job itself (opportunity for me to learn and grow on the
job, job security, challenging and interesting work, autonomy to design approach to work, promotion opportunity, position of responsibility), work environment (friendly working condition and environment, flexible working, good relationship with co-workers, good relationship with superiors, up to date IT work tools), and leadership (appreciation and recognition for work well done by me, recognition of ability and skills, fair treatment by superiors, meaningful feedback from superiors, fairness of rewards).

Conclusion drawn display that employee expects more attention to be put on job variables as respondents’ opinion revealed low satisfaction on the administration approach to on the job learning and growth. This factor is part of Maslow’s high-level esteem needs where individuals want to gain public recognition through growth and promotion (Daft, 2010). Likewise, the result displays that attention should be given to work environment as significant number of employees are not satisfied with unavailability of up to date IT tools to carry out duties. Also focus is expected to be placed on leadership with regards to fair distribution of rewards.

A significant finding suggested through this pilot study was that motivational values differ according to individual’s preference. This evidence supports that there is no particular approach or theory to employee motivation. Therefore, organisations should consider individual differences (Mushtaq, 2014). Further considering the results based on the factors shown in the framework of this study, the result shows:

Culture – this aspect focused on organisation culture which according to the result obtained plays important role. The section views respondents’ opinion on the Nigerian Health Insurance Scheme culture with regards to the organisation process. Based on the data presented and
interpreted in figure 5.13 (see in appendix), it could be deduced that organisational culture is key to employee motivation as evident in the National Health Insurance Scheme.

The result reveals that employees’ commitment and performance will be enhanced if right attention is given to developing the available human resource and creating new work challenges. Respondents are of the opinion that the Nigerian Health Insurance Scheme presently do not emphasis on human resource development, work teamwork concern etc., and also, not much or enough emphasis is placed on acquiring new resources and creating new work challenges. The current organisational culture does not support focus on human resource development as findings revealed.

The results suggest that the bureaucratic formal rules and policies that govern the operations and activities should be flexible while enabling a structured working environment where human resources are not seen as just machines to carry out the activities of the public sector but as an important resource as well as body to the organisation. The respondents also agree in similar degree of opinion that there is no formal structure that governs employee’s activities for a smooth operation. To enhance employee motivation level with respect to the opinions, emphasis should be on these factors.

Promotion culture according to findings is expected to be based on work performance and not on the public service rules or regulation which placed it on years of service or resumption dates. This according to conversation with some of the employees is a major demotivation. Promotion plays a key role in their motivation level according to respondents’ opinion and at present the bureaucratic processes involved in promoting employees are not encouraging and thereby has
negative effects on motivation. These respondents claimed affected employees find it hard to commit their best as well as extra time to work.

In summary therefore, attention is needed to be given to the public sector organisational culture with regards to employee remuneration, development of human resources, new work challenges and promotion. The researcher opined that based on the results, employees will be willing to commit more time productively if the culture encourages these factors.

**Leadership style** – This section shows respondents’ opinion with regards to the research questions on the level of satisfaction respondents placed on the leadership style in their organisational. Figure 6.12 (see in appendix) shows that employee expect more leadership values and better style that motivates to enable and enhance their commitment to work and public services. From the data presented and interpreted, it could be deduced that the leadership style in NHIS plays a major role in motivating the employees of the organisation.

The opinions suggested the style of leadership in practice in NHIS is more of an autocratic leadership style while respondents’ opinion suggested that a democratic leadership style will influence both their motivation and performance level. The opinion of the respondents on the discipline process in this organisation seems to be on the balance as same number agree and disagree to it been too strict. Although leadership styles could not be fully explored in the pilot study, however, the result shows that it plays a major role in motivating employees.

The democratic leadership style as demonstrated through result suggested that the employee expects a leadership style that gives opportunity for a two-way communication and feedbacks. This suggest that if keen attention is placed on two-way communication and feedback, the strict
discipline as opined by some that is an issue can become a minor or possibly irrelevant issue because employee will understand reason for every action taken against them in the process of delivery any task.

Financial factors - This section shows respondents’ opinion as it concerns the research questions on the culture of the organisation (laws, rules and regulations contained in the Nigerian public sector handbook and the constitution) on financial incentives. Based on the data presented and interpreted in figure 6.13 (see in appendix C), it could be deduced that remuneration system plays a major key role in motivating the employees of National Health Insurance Scheme.

The respondents are of the opinion that the present remuneration system is not fair enough to enhance motivation. The organisational policy and regulations regarding remuneration system are expected to be reconsidered as a good percentage of respondents are of the opinion that the current remuneration system is not favourable despite the fact that they are on a special salary scale different from the general salary scale applicable to public sector.

The results suggest that public sector employees will be motivated well if the organisation system pays good attention to reviewing salary constantly to meet current economic situation. A senior staff spoken to revealed that his salary is not enough to pay his three children school fees despite the increment which most time is not commensurate to present economic demands.

In conclusion, the findings of this study suggest as proposed in the framework developed that there are fundamental issues affecting employee motivation which transcends the typical
motivational factors as contained in many studies. Therefore, organisations should take into account these fundamental issues. Hence, the pilot study gave better understanding and insight into the subject of motivation; none of the factors considered can be considered more important than the other as they serve as different directions to the same end (Robbins and Coulter, 2017).

6.8 PILOT STUDY SIGNIFICANCE AND LIMITATIONS

Linking the results of this study to the conceptual framework developed and assessing the application of motivation theories to Nigerian Health Insurance Scheme, Abuja, the results revealed that most of the factors identified through literature, which constitute the conceptual model are significantly important to employees. The pilot study findings support the contingency-based theory which propose that there is no single “best” approach or model to motivate employees (Mushtaq, 2014).

This implies every situation requires assessment to conclude on the right approach to motivate employees. Rather, organisations should consider varying employee needs and cultural differences. Thus, contemporary theories of motivation contribute to a more appropriate understanding of the meaning of motivation; and the fact that none of the theories can be regarded superior to the other in the light of the fact that they all fill in as various paths to a same goal (Robbins and Coulter, 2017).

The pilot study did not clearly consider non-financial instruments for motivation, all key instruments used to measure employee motivation were generalised under financial incentives. As a result, the main study considered a clear distinction between financial and non-financial
incentives to enable the researcher to make a judgement on its importance to employee motivation in the Nigerian public sector. Also, a broader perspective of organisational culture was considered and separated from questions on leadership style. This enabled a clear analysis and understanding of each variable presented in the framework. The result from this pilot study revealed that demographic and job variable are variables to be given same level of consideration as other variables, this is based on the fact that these two factors dictate certain benefits accrued to employee in the Nigerian public sector.

Considering the fact that Nigerian Health Insurance Scheme is just a parastatal under the Nigerian Federal ministry of health, the results cannot be generalised and applied across the Nigerian public sector. However, this pilot study gave a major insight into what to expect during the major data gathering process of this research study with regards to the distribution and collection of questionnaires and carrying out interviews on employee motivation initiatives or programmes which are already in practice in the Nigerian public sector. Due to time factor, the researcher was unable to carry out interview but had an informal conversation with some employees while trying to explain certain areas of the questionnaire that needed clarification. However, the researcher used responses gotten through this means to emphasise responses from the questionnaires.

This pilot result revealed that the topic is researchable, and the variables presented in the conceptual framework are relevant to the research. For a broader perspective of the variables presented in the study framework, there is a need for a review of the questionnaire to explicitly cover key instruments within the three variables and also to give demographics and job
variables keen attention as the other variables. It is worth noting that the discussion of the pilot study findings and significance is limited to this pilot study and form no part of the actual research work that follows after this chapter.
CHAPTER SEVEN

7.0 Data Presentation, Analysis and Findings

7.1 INTRODUCTION

This chapter presents analysis as described in chapter 5 which deals with the research methodology. Considering the framework displayed in the fourth chapter of this research (figure 4.1), the analysis process was divided into six (6) sections for easy coding as follows:

- Section 1: Respondents demographics and job variables (A01 to A04)
- Section 2: Respondents experience about their ministry’s cultures (B05 to B18)
- Section 3: Respondents experience about their incentives (C19 to C29)
- Section 4: Respondents experience about their superior’s leadership style (D30 to D40)
- Section 5: Respondents self-report and experience on their attitude of not performing well because of their motivation (E41 to E57)
- Section 6: Respondents experience on motivation (F58 to F65)
- Section 7: Interviewed respondents’ response

The analytical tool employed for this purpose was SPSS version 23. Questionnaires were distributed to 1000 employee working in the federal public sector of Nigeria. From this number, 723 questionnaires were returned completed, while 26 questionnaires were not usable.

7.2 QUANTITATIVE RESULTS ANALYSIS AND FINDINGS

The main focus of this study is to examine the impact of financial and non-financial incentives, organisational culture and leadership styles on employee motivation and how motivation of
employee affects their attitude of not performing as expected in the Nigerian public sector. The study objectives are collapsed into three. The data for the research objectives were collected through questionnaire, while semi-structured interviews were conducted to support and give deeper understanding of the objectives highlighted below:

<table>
<thead>
<tr>
<th>Table 7.1</th>
<th>Research Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code</td>
<td>Research Objectives</td>
</tr>
<tr>
<td>RO1</td>
<td>To examine the impact of factors (i.e. financial and nonfinancial incentives, organisational culture, leadership style, demographics and job variables) that affect employee motivation.</td>
</tr>
<tr>
<td>RO2</td>
<td>To examine the relevance of western motivational theories for employee motivation in Nigeria.</td>
</tr>
<tr>
<td>RO3</td>
<td>To evaluate through respondents’ opinion if employee motivation has any significant effect (positive or negative) on employee performance as a result of the factors tested on motivation.</td>
</tr>
</tbody>
</table>

This chapter is divided into six sections, five of the sections focused on descriptive statistics, reliability analysis, factor analysis, correlation analysis, regression analysis and cross tabulation to determine which factor ranked most important. Then it is followed by interview analysis which covers the analysis of respondents’ view on factors that influence their motivation and how that translates to influence their performance attitude. The research objectives were examined through quantitative analysis, while content analysis was employed for interview analysis.
7.2.1 RELIABILITY ANALYSIS: Assessment of Instruments

Reliability analysis is a requirement to validity. It helps to estimate the properties of measurement scales as well as the variables that make up the scales. The Reliability test process evaluates a number of generally used scale reliability measures and also gives information about the relationships between each variable in the scale. The test of reliability assists in the determination of the extent to which the variables in a questionnaire are related to each other, the consistency of the variables, and identify variables that should be excluded from the scale. Cronbach’s Alpha coefficient was employed to test the internal consistency of the instrument in this research. The fundamental assumption for the use of Cronbach’s alpha coefficient is because of its independence in sampling (Gadermann et al. 2012; Geldhof et al. 2014). The approaches for the use of this estimation is to conduct reliability analysis on all the items, and, after the items have been factored (Kowang et al. 2015).

The estimation of reliability amongst the measures is related to the correlation among the items in the test (internal consistency) and the number of items used. Sekaran and Bougie (2016) is of the opinion that in almost all scenarios, Cronbach’s alpha can be considered adequate for measuring inter item consistency. The selection criteria expressed that if the level of coefficient is less than 0.5, it will be considered as poor; if the level of coefficient is within 0.7, it will be considered as acceptable and in a situation where the coefficient value is 0.8 and above, it is considered as good (DeVellis, 2012). In a circumstance where the coefficient value of Alpha coefficient is low, it may either be there are few items used for measurement or the items have very little things in common. Since Cronbach’s alpha value for all the items in the
study is greater than 0.7, none of the item was deleted. Cronbach’s alpha values for selected five constructs are range from 0.855 to 0.9, thus implying high internal consistency.

### 7.2.1.1 RELIABILITY ANALYSIS OF ORGANISATIONAL CULTURE

#### Table 7.2 Reliability Statistics for Organisational Culture

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
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</thead>
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<tr>
<td>.832</td>
<td>11</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item</th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach’s Alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>CUL1</td>
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<td>41.870</td>
<td>.641</td>
<td>.808</td>
</tr>
<tr>
<td>CUL2</td>
<td>34.941</td>
<td>42.793</td>
<td>.599</td>
<td>.812</td>
</tr>
<tr>
<td>CUL3</td>
<td>35.119</td>
<td>40.900</td>
<td>.645</td>
<td>.806</td>
</tr>
<tr>
<td>CUL4</td>
<td>35.223</td>
<td>42.439</td>
<td>.456</td>
<td>.824</td>
</tr>
<tr>
<td>CUL5</td>
<td>35.308</td>
<td>41.394</td>
<td>.522</td>
<td>.818</td>
</tr>
<tr>
<td>CUL6</td>
<td>35.705</td>
<td>42.355</td>
<td>.502</td>
<td>.819</td>
</tr>
<tr>
<td>CUL7</td>
<td>36.533</td>
<td>49.125</td>
<td>.070</td>
<td>.850</td>
</tr>
<tr>
<td>CUL8</td>
<td>35.252</td>
<td>41.925</td>
<td>.580</td>
<td>.812</td>
</tr>
<tr>
<td>CUL9</td>
<td>35.094</td>
<td>41.437</td>
<td>.607</td>
<td>.810</td>
</tr>
<tr>
<td>CUL10</td>
<td>35.008</td>
<td>43.025</td>
<td>.458</td>
<td>.823</td>
</tr>
<tr>
<td>CUL11</td>
<td>35.115</td>
<td>42.714</td>
<td>.504</td>
<td>.819</td>
</tr>
</tbody>
</table>

Reliability of the organisational culture was measured using Cronbach’s Alpha statistics. Cronbach alpha analysis presentation ranges between 00.0 (if no variance is consistent) and 1.00 (if all variance is consistent), and it is used in this study to investigate the proportion of variance (consistency) of the test results. The results in Table 7.2 show that the value of Cronbach alpha is 0.832, which is acceptable (i.e. > 0.7). Moreover, Cronbach’s alpha if item
deleted is calculated, which recommends that if the researcher deletes CUL7, the value of Cronbach’s Alpha can be improved to 0.850. As the current value is in an acceptable range, the researcher saw no need to delete this item. **Note:** CUL refers to Organisational Culture

### 7.2.1.2 RELIABILITY ANALYSIS OF INCENTIVES

**Table 7.3** Reliability Statistics for Incentives

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>No of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.743</td>
<td>10</td>
</tr>
</tbody>
</table>

**Item-Total Statistics**

<table>
<thead>
<tr>
<th></th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach’s Alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>INC1</td>
<td>19.983</td>
<td>25.590</td>
<td>.471</td>
<td>.712</td>
</tr>
<tr>
<td>INC2</td>
<td>20.235</td>
<td>25.385</td>
<td>.454</td>
<td>.716</td>
</tr>
<tr>
<td>INC3</td>
<td>20.321</td>
<td>24.094</td>
<td>.548</td>
<td>.697</td>
</tr>
<tr>
<td>INC4</td>
<td>20.895</td>
<td>27.604</td>
<td>.403</td>
<td>.723</td>
</tr>
<tr>
<td>INC5</td>
<td>21.610</td>
<td>29.612</td>
<td>.430</td>
<td>.724</td>
</tr>
<tr>
<td>INC6</td>
<td>21.884</td>
<td>30.172</td>
<td>.394</td>
<td>.729</td>
</tr>
<tr>
<td>INC7</td>
<td>21.846</td>
<td>30.307</td>
<td>.291</td>
<td>.737</td>
</tr>
<tr>
<td>INC8</td>
<td>21.618</td>
<td>28.840</td>
<td>.364</td>
<td>.728</td>
</tr>
<tr>
<td>INC9</td>
<td>21.332</td>
<td>27.075</td>
<td>.458</td>
<td>.714</td>
</tr>
<tr>
<td>INC10</td>
<td>21.396</td>
<td>29.057</td>
<td>.289</td>
<td>.739</td>
</tr>
</tbody>
</table>

Reliability of the incentive was measured using Cronbach’s Alpha statistics. The results in Table 7.3 show that the value of Cronbach alpha is 0.743, which is acceptable (i.e. > 0.7). Moreover, Cronbach’s alpha suggests that if the researcher deletes INC2, the value of Cronbach’s Alpha value will decrease to 0.697, whereas deleting INC10 can reduce Cronbach’s alpha value to
0.739. As the current value is above 0.743, there was no need to delete, therefore, the researcher considered 0.743 as acceptable Cronbach’s Alpha value for incentives.

**Note:** INC refers to Incentives (financial and Non-financial)

### 7.2.1.3 RELIABILITY ANALYSIS OF LEADERSHIP STYLES

**Table 7.4 Reliability Statistics for Leadership Style (LS)**

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>No of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.757</td>
<td>10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item - Total Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scale Mean if Item Deleted</td>
</tr>
<tr>
<td>--------------------------</td>
</tr>
<tr>
<td>LS1</td>
</tr>
<tr>
<td>LS2</td>
</tr>
<tr>
<td>LS3</td>
</tr>
<tr>
<td>LS4</td>
</tr>
<tr>
<td>LS5</td>
</tr>
<tr>
<td>LS6</td>
</tr>
<tr>
<td>LS7</td>
</tr>
<tr>
<td>LS8</td>
</tr>
<tr>
<td>LS9</td>
</tr>
<tr>
<td>LS10</td>
</tr>
</tbody>
</table>

Reliability of the leadership style was measured using Cronbach’s Alpha statistics. The results in Table 7.4 show that the value of Cronbach alpha is 0.757, which is acceptable (i.e. > 0.7). Moreover, Cronbach’s alpha if item deleted is calculated, suggests that if LS7 is deleted, the
value of Cronbach’s Alpha can be improved to 0.785. However, as the current value of Cronbach’s Alpha is in an acceptable range, there was no need to delete this item.

**Note:** LS refers to Leadership style.

### 7.2.1.4 RELIABILITY ANALYSIS OF EMPLOYEE PERFORMANCE

**Table 7.5  Reliability Statistics for Employee Performance**

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>No of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.870</td>
<td>17</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item - Total Statistics</th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach’s Alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>EP1</td>
<td>30.694</td>
<td>45.749</td>
<td>.507</td>
<td>.862</td>
</tr>
<tr>
<td>EP2</td>
<td>30.773</td>
<td>45.455</td>
<td>.576</td>
<td>.859</td>
</tr>
<tr>
<td>EP3</td>
<td>30.780</td>
<td>46.114</td>
<td>.499</td>
<td>.863</td>
</tr>
<tr>
<td>EP4</td>
<td>30.645</td>
<td>45.832</td>
<td>.511</td>
<td>.862</td>
</tr>
<tr>
<td>EP5</td>
<td>31.143</td>
<td>50.225</td>
<td>.191</td>
<td>.873</td>
</tr>
<tr>
<td>EP6</td>
<td>30.830</td>
<td>45.409</td>
<td>.607</td>
<td>.858</td>
</tr>
<tr>
<td>EP7</td>
<td>30.781</td>
<td>44.762</td>
<td>.628</td>
<td>.857</td>
</tr>
<tr>
<td>EP8</td>
<td>30.687</td>
<td>45.211</td>
<td>.588</td>
<td>.859</td>
</tr>
<tr>
<td>EP9</td>
<td>30.456</td>
<td>46.315</td>
<td>.533</td>
<td>.861</td>
</tr>
<tr>
<td>EP10</td>
<td>30.291</td>
<td>47.247</td>
<td>.417</td>
<td>.866</td>
</tr>
<tr>
<td>EP11</td>
<td>30.598</td>
<td>45.772</td>
<td>.522</td>
<td>.862</td>
</tr>
<tr>
<td>EP12</td>
<td>30.681</td>
<td>45.510</td>
<td>.513</td>
<td>.862</td>
</tr>
<tr>
<td>EP13</td>
<td>30.655</td>
<td>47.094</td>
<td>.439</td>
<td>.865</td>
</tr>
<tr>
<td>EP14</td>
<td>29.999</td>
<td>47.558</td>
<td>.469</td>
<td>.864</td>
</tr>
<tr>
<td>EP15</td>
<td>30.144</td>
<td>46.731</td>
<td>.501</td>
<td>.862</td>
</tr>
<tr>
<td>EP16</td>
<td>30.201</td>
<td>46.125</td>
<td>.550</td>
<td>.860</td>
</tr>
<tr>
<td>EP17</td>
<td>30.931</td>
<td>49.002</td>
<td>.282</td>
<td>.871</td>
</tr>
</tbody>
</table>
Reliability of the employee performance was measured using Cronbach’s Alpha statistics. The results in Table 7.5 show that the value of Cronbach alpha is 0.870, which is acceptable (i.e. > 0.7). Moreover, Cronbach’s alpha if an item deleted is calculated, suggest that if EP5 is deleted, the value of Cronbach’s Alpha can be improved to 0.873. However, as the current value of Cronbach’s Alpha is in an acceptable range, there was no need to delete this item.

Note: EP refers to Employee performance.

7.2.1.5 RELIABILITY ANALYSIS OF EMPLOYEE MOTIVATION

Reliability of the employee motivation was measured using Cronbach’s Alpha statistics. The results in Table 7.6 show that the value of Cronbach alpha is 0.735, which is acceptable (i.e. >0.7). Moreover, Cronbach’s alpha if an item deleted is calculated, suggests that if MOT8 is deleted, the value of Cronbach’s Alpha can be improved to 0.752. As the current value of Cronbach’s Alpha is in an acceptable range, there was no need to delete this item.

Note: MOT refers to Employee Motivation.

Table 7.6 Reliability Statistics for Employee Motivation (MOT)

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>No of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.735</td>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item-Total Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scale Mean if Item Deleted</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>MOT1 15.657</td>
</tr>
<tr>
<td>MOT2 15.880</td>
</tr>
<tr>
<td>MOT3 15.994</td>
</tr>
<tr>
<td>MOT4 16.191</td>
</tr>
<tr>
<td>MOT5 15.935</td>
</tr>
<tr>
<td>MOT6 15.542</td>
</tr>
<tr>
<td>MOT7 16.606</td>
</tr>
<tr>
<td>MOT8 16.586</td>
</tr>
</tbody>
</table>
7.3 OVERALL RELIABILITY ANALYSIS OF INSTRUMENTS

Table 7.7 below shows the overall reliability of the instrument adopted. The reliability of the scales adopted ranges from 0.735 to 0.870, the overall reliability of the instrument is within acceptable criteria.

Table 7.7 Overall Reliability of the Instrument

<table>
<thead>
<tr>
<th>Variable Name</th>
<th>Cronbach’s Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Performance</td>
<td>.870</td>
<td>17</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>.757</td>
<td>10</td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>.735</td>
<td>8</td>
</tr>
<tr>
<td>Incentives</td>
<td>.743</td>
<td>10</td>
</tr>
<tr>
<td>Org. Culture</td>
<td>.832</td>
<td>11</td>
</tr>
<tr>
<td>Overall Reliability</td>
<td>0.871</td>
<td>56</td>
</tr>
</tbody>
</table>

7.3.1 NORMALITY TEST

Normality checks involving statistical or graphical calculation was carried out in this study to ensure appropriate results are realised during data analysis (AlAnazi et al. 2016).

Table 7.8 Normality Test

<table>
<thead>
<tr>
<th>Variable Name</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Min</th>
<th>Max</th>
<th>25th</th>
<th>50th (Median)</th>
<th>75th</th>
</tr>
</thead>
<tbody>
<tr>
<td>O. Culture</td>
<td>723</td>
<td>3.529</td>
<td>.64824</td>
<td>1.09</td>
<td>5.00</td>
<td>3.181</td>
<td>3.6364</td>
<td>4.00</td>
</tr>
<tr>
<td>Incentive</td>
<td>723</td>
<td>2.345</td>
<td>.57738</td>
<td>1.00</td>
<td>3.80</td>
<td>2.000</td>
<td>2.4000</td>
<td>2.700</td>
</tr>
<tr>
<td>Leadership</td>
<td>723</td>
<td>2.886</td>
<td>.57331</td>
<td>1.00</td>
<td>5.00</td>
<td>2.500</td>
<td>2.9000</td>
<td>3.300</td>
</tr>
<tr>
<td>Performance</td>
<td>723</td>
<td>1.913</td>
<td>.42490</td>
<td>1.00</td>
<td>3.00</td>
<td>1.588</td>
<td>1.8824</td>
<td>2.176</td>
</tr>
<tr>
<td>Motivation</td>
<td>723</td>
<td>2.292</td>
<td>.47529</td>
<td>1.38</td>
<td>4.00</td>
<td>2.000</td>
<td>2.2500</td>
<td>2.500</td>
</tr>
</tbody>
</table>
Further analysis of data gathered and analysed for appropriate outcome was done using Skewness and Kurtosis statistical tools (AlAnazi et al. 2016). Skewness represents the tendency of mean of the data with respect to centre of distribution i.e. any data with mean located other than centre of the data is said to be ‘skewed’ (AlAnazi et al. 2016). Kurtosis deals with the curve attributes in particular peak of the distribution curve which may either be peaked or flat (AlAnazi et al. 2016). Furthermore, Tabachnick and Fidell (2013) suggest that for an ideal normal data the mean would be at the center of distribution leading to zero Skewness and Kurtosis, however, various researchers have argued different acceptable ranges of these parameters (Hollmann, 2015).

Following Cohen et al. (2011), the approach used in current research is for both skewness and kurtosis between ±3. As explained by AlAnazi, (2016), negative skewness value means that data values are piled to the right whereas positive indicates right piled data. Similarly, >0 kurtosis value indicates a peaked distribution curve whereas <0 kurtosis value indicates a flatter curve. Therefore, to achieve normality of the data One-Sample Kolmogorov-Smirnov Test was employed.

For data normality, null hypothesis was that residuals are normally distributed. Significance level above 0.05 represents that residuals are normally distributed. Table 7.9 below shows that Kolmogorov-Smirnov Test value for organisational culture is (2.818; p> 0.05); incentives (1.581; p> 0.05); leadership style (1.686; p> 0.05); employee performance (1.783; p> 0.05) and employee motivation (2.588; p> 0.05). Results show that all the null hypothesis were rejected,
Table 7.9  One-Sample Kolmogorov-Smirnov Test

<table>
<thead>
<tr>
<th>Normal Parameters(a, b)</th>
<th>Org. Culture</th>
<th>Incentive</th>
<th>Leadership</th>
<th>Employee Performance</th>
<th>Employee Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>3.5291</td>
<td>2.3458</td>
<td>2.8864</td>
<td>1.9138</td>
<td>2.2927</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>.64824</td>
<td>.57738</td>
<td>.57331</td>
<td>.42490</td>
<td>.47529</td>
</tr>
<tr>
<td>Most Extreme Differences</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Absolute</td>
<td>.105</td>
<td>.059</td>
<td>.063</td>
<td>.066</td>
<td>.096</td>
</tr>
<tr>
<td>Positive</td>
<td>.044</td>
<td>.035</td>
<td>.045</td>
<td>.066</td>
<td>.096</td>
</tr>
<tr>
<td>Negative</td>
<td>-.105</td>
<td>-.059</td>
<td>-.063</td>
<td>-.043</td>
<td>-.067</td>
</tr>
<tr>
<td>Kolmogorov-Smirnov Z</td>
<td>2.811</td>
<td>1.581</td>
<td>1.686</td>
<td>1.783</td>
<td>2.588</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>.09</td>
<td>.013</td>
<td>.07</td>
<td>.03</td>
<td>.07</td>
</tr>
</tbody>
</table>

\(a\). Test distribution is Normal.

\(b\). Calculated from data.

7.3.2  FACTOR ANALYSIS

Application of factor analysis to this research helped to study interrelationships between the variables examined and delete duplication from a collection of correlated variables. Through this process the researcher was able to identify causal factors and screen variables for regression analysis purposes. There are two recommended approaches for factor analyses i.e. firstly, Kaiser-Meyer-Olkin (KMO) and secondly Bartlett’s Test of Sphericity. Table 7.10 shows the results of KMO and Bartlett’s Test for this study theoretical framework.

Table 7.10  Factor Analysis

<table>
<thead>
<tr>
<th>KMO and Bartlett’s Test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</td>
</tr>
<tr>
<td>Bartlett’s Test of Sphericity</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
The application of the KMO test to this study helped measure the sample adequacy i.e. if the selected sample is adequately appropriate to proceed further with analysis or not. A value above 0.5 to 0.9 is acceptable and indicates that factor analysis is appropriate, however, a value less than 0.5 indicates that sample size is not sufficient to perform factor analysis.

KMO and Bartlett’s Test table below represents that the value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.850 > 0.5, and significance level of Bartlett’s Test of Sphericity is p<0.000. This shows that the sample size is sufficient. Bartlett’s Test Values show the multivariate normality of the distribution. A ‘p’ value less than 0.05 indicates that data do not produce identity matrix and approximately multivariate is normal and acceptable for factor analysis (Lai, 2018). The result of Bartlett’s Test of Sphericity for this study is P<0.05 and suggests that data is acceptable for application of factor analysis.

For factor matrix, principle component analysis with Varimax rotation was selected and it shows there are five factor loadings, as well as correlations between each variable (McKim, 2017). The five loading factors consist of organisational culture, incentives, leadership style, employee performance and motivation. About 14 items were extracted based on criteria that measures which are above 0.6 should be considered appropriate to represent a variable. Keeping in view the criteria, the following items were deleted i.e. OC6 (0.517< 0.6); INC4 (0.555< 0.6); INC6 (0.585< 0.6); INC7 (0.459< 0.6); INC8 (0.453< 0.6); LS1 (0.587< 0.6); LS4 (0.567< 0.6); LS9 (0.505< 0.6); EP5 (0.593< 0.6); EP13 (0.590< 0.6); EP 17 (0.480< 0.6); MOT1 (0.494< 0.6); MOT3 (0.584< 0.6); MOT4 (0.426< 0.6) and MOT6 (0.386< 0.6) respectively  

(Note: OC represents Organisational Culture, INC means Incentives (financial and non-
financial), LS refers Leadership Style, EP signifies Employee Performance and MOT indicates Motivation).

### 7.3.3 HOMOSCEDASTICITY ANALYSIS

The purpose of Homoscedasticity analysis was to check whether the error term (“a random distribution in the relationship between dependent variable and independent variables) is the same across all the values of the independent variables. Figure 7.1 shows the results of Homoscedasticity analysis. Dependent variable was indicated by line, whereas all the other independent variables were random distribution (black line).

![Figure 7.1 Homoscedasticity Analysis](image-url)
7.3.4 MULTICOLLINEARITY TEST

In order to test the Multicollinearity, Variance Inflation Factor (VIF) statistics were employed. It was recommended that values of VIF that is equal to 4 or 5 is acceptable (Mafini, 2015).

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>Organisational Culture</td>
<td>0.886</td>
</tr>
<tr>
<td>Incentive</td>
<td>0.900</td>
</tr>
<tr>
<td>Leadership styles</td>
<td>0.820</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.837</td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>0.993</td>
</tr>
</tbody>
</table>

As presented above, the values of VIF range from 1.0 to 1.2. This implies that there is no multicollinearity in data. Therefore, the results of Normality test, Factor analysis, Homoscedasticity analysis and VIF show that the data is suitable to proceed with regression analysis.

7.3.5 HOMOGENEITY OF VARIABLES

Comparing Demographic factors with Employee Motivation

In order to compare the demographic factors with employee motivation, an independent sample T-test was employed as this test is recommended to determine the significant difference between the mean of two groups of the subject. There are three assumptions to employ independent sample T-test. The first assumption is that observation must be independent, secondly, data must be normal and lastly, sample size must be above 30. The current study fulfils all three assumptions.
To check homogeneity or equality of variance, Levene test was performed and the null hypothesis in the Levene’s test is the variance of two equal groups. The results of the Levene tests below showed the variance of gender significance of P value (sig. > 0.01), the variance of age significance of P value (sig. > 0.01), the variance of length of employment significance of P value (sig. > 0.01), the variance of grade level significance of P value (sig. > 0.01). The significance of the factors demonstrates that the hypothesis of equality of variance have been confirmed. Therefore, null hypothesis on employee demographics and job variables is accepted.

Table 7.12  Comparing demographic factors and Job variables with Motivation

<table>
<thead>
<tr>
<th>Test of Homogeneity of Variances for gender</th>
<th>Levene Statistic</th>
<th>df1</th>
<th>df2</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.079</td>
<td>3</td>
<td>719</td>
<td>.357</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Test of Homogeneity of Variances for age</th>
<th>Levene Statistic</th>
<th>df1</th>
<th>df2</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.526</td>
<td>1</td>
<td>721</td>
<td>.468</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Test of Homogeneity of Variances for length of employment</th>
<th>Levene Statistic</th>
<th>df1</th>
<th>df2</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.334</td>
<td>3</td>
<td>719</td>
<td>.073</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Test of Homogeneity of Variances for grade level</th>
<th>Levene Statistic</th>
<th>df1</th>
<th>df2</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.070</td>
<td>3</td>
<td>719</td>
<td>.976</td>
</tr>
</tbody>
</table>
7.4 DESCRIPTIVE ANALYSIS: Assessment of Variables

The descriptive analysis of respondents’ opinion on the impact of dependent variables (Demographics, Job variables, Organisational culture, Financial & Non-financial Incentives and Leadership styles) on employee motivation is presented in the rest of this section.

SECTION 1: Respondents demographics and job variables (A01 to A04)

7.4.1 ANALYSIS OF DEMOGRAPHICS AND JOB VARIABLES

The presentation of demographics and job variables assist this research in comparing participants’ characteristics.

Table 7.13 Summary of Respondent’s profile

<table>
<thead>
<tr>
<th>Profile</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>474</td>
<td>65.6</td>
</tr>
<tr>
<td>Female</td>
<td>249</td>
<td>34.4</td>
</tr>
<tr>
<td>Respondents Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-28</td>
<td>83</td>
<td>11.5</td>
</tr>
<tr>
<td>29-39</td>
<td>288</td>
<td>39.8</td>
</tr>
<tr>
<td>40-50</td>
<td>283</td>
<td>39.1</td>
</tr>
<tr>
<td>51-60</td>
<td>69</td>
<td>9.5</td>
</tr>
<tr>
<td>Length of employment (Years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0-6</td>
<td>283</td>
<td>39.1</td>
</tr>
<tr>
<td>7-12</td>
<td>164</td>
<td>22.7</td>
</tr>
<tr>
<td>13-18</td>
<td>140</td>
<td>19.4</td>
</tr>
<tr>
<td>19 &amp; above</td>
<td>136</td>
<td>18.8</td>
</tr>
<tr>
<td>Grade level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-6</td>
<td>64</td>
<td>8.9</td>
</tr>
<tr>
<td>7-13</td>
<td>595</td>
<td>82.3</td>
</tr>
<tr>
<td>14</td>
<td>42</td>
<td>5.8</td>
</tr>
<tr>
<td>15-17</td>
<td>22</td>
<td>3.0</td>
</tr>
</tbody>
</table>
The distribution of gender shows that more men participated in the survey than female. Majority of both gender who participated are between the age range of 29 - 50 years, while there is low representation for age range 18 - 28 years. The reason for this is not a focus of this study but it may be important to know that most graduates that join the public service are within this age bracket. It can therefore be suggested that this age group represents the entry level into the Nigerian public sector. The respondents between 51 - 60 years of age represents the most senior cadre of the Nigerian public sector involved in this research. The highest participation comes from employee within the early years of their employment (0 – 6) in the sector. However, reasonable representation was also recorded of 7 – 12 years as well as 13 – 18 years, while 19 years and above had the smallest representation.

The distribution result revealed that participants’ representation in the data collected was spread across the grade levels except GL1 to GL5. Positions in this grade level comprise of the office cleaners, office assistants, office clerks, drivers etc. which are the most junior positions in the Nigerian public sector. Although all categories of employees were given equal representation to participate in the survey, it was discovered during data gathering exercise that this category opted out for personal reasons and especially for the fact that there was no financial benefit accrued for participation.

The result confirms that 82.3% of the data was collected from the middle level employees within Grade Level 7 and 13. This category are the operational employees responsible for everyday organising and coordinating of the sector services and resources. This is an indication that data was collected from employees with significant years of experience on the job.
7.4.1.1 CROSS SECTIONAL ANALYSIS OF RESPONDENTS’ DEMOGRAPHICS AND JOB VARIABLES INCENTIVES

Table 7.14 Summary of cross sectional of respondent’s demographics and job variables

<table>
<thead>
<tr>
<th>Gender distribution of respondents</th>
<th>Age of Respondents</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18 – 28</td>
<td>29 – 39</td>
</tr>
<tr>
<td>Male</td>
<td>50</td>
<td>182</td>
</tr>
<tr>
<td>Female</td>
<td>33</td>
<td>106</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender distribution of respondents</th>
<th>Grade level of Respondents</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>01 - 06</td>
<td>07 - 13</td>
</tr>
<tr>
<td>Male</td>
<td>40</td>
<td>388</td>
</tr>
<tr>
<td>Female</td>
<td>24</td>
<td>207</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender distribution of respondents</th>
<th>Length of employment of Respondents</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>01 - 06</td>
<td>07 – 12</td>
</tr>
<tr>
<td>Male</td>
<td>162</td>
<td>112</td>
</tr>
<tr>
<td>Female</td>
<td>121</td>
<td>52</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age of Respondents</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 - 06</td>
<td>07 – 13</td>
</tr>
<tr>
<td>18 – 28</td>
<td>29</td>
</tr>
<tr>
<td>29 – 39</td>
<td>31</td>
</tr>
<tr>
<td>40 – 50</td>
<td>3</td>
</tr>
<tr>
<td>51 – 60</td>
<td>1</td>
</tr>
</tbody>
</table>

Cross tabulation of the entire distribution clearly indicates that the percentage of male population across the respondents’ distribution is higher than the female. Although gender equality and inequality are not the focus of the research, the result revealed the extent of male dominance in participation than female. However, the significance of both gender age range 18
– 50 years shows that the Nigerian public sector has considerably youthful employees especially when considering the retirement age of 60 as mentioned in chapter 2 of this study.

The result suggested that male employees spend longer years in the Nigerian public sector than female employees do. The reason for this may be as a result of marriage, family relocation etc. It is evident also from the result that as the age of employees are increasing, very few get promoted to higher grades. No respondent from age group of 18 - 28 years are in Grade Level 14 and 15 - 17, except from age range 29 and above.
SECTION TWO: Respondents experience about their ministry (B05 to B18)

7.4.2 ANALYSIS OF ORGANISATIONAL CULTURE

To obtain the descriptive data on organisational culture, questions relating to the norms of the organisation were asked.

Table 7.15 Summary of Respondents opinion on organisational culture (B05 to B18)

<table>
<thead>
<tr>
<th>I enjoy working for my ministry</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>22</td>
<td>3.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>53</td>
<td>7.3</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>81</td>
<td>11.2</td>
</tr>
<tr>
<td>Agree</td>
<td>375</td>
<td>51.9</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>192</td>
<td>26.6</td>
</tr>
</tbody>
</table>

The work I do is interesting

<table>
<thead>
<tr>
<th>I enjoy working for my ministry</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>9</td>
<td>1.2</td>
</tr>
<tr>
<td>Disagree</td>
<td>66</td>
<td>9.1</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>102</td>
<td>14.1</td>
</tr>
<tr>
<td>Agree</td>
<td>372</td>
<td>51.5</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>174</td>
<td>24.1</td>
</tr>
</tbody>
</table>

My job is satisfying

<table>
<thead>
<tr>
<th>I enjoy working for my ministry</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>36</td>
<td>5.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>70</td>
<td>9.7</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>126</td>
<td>17.4</td>
</tr>
<tr>
<td>Agree</td>
<td>333</td>
<td>46.1</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>158</td>
<td>21.9</td>
</tr>
</tbody>
</table>

What I do is Governed by formal procedures

<table>
<thead>
<tr>
<th>I enjoy working for my ministry</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>61</td>
<td>8.4</td>
</tr>
<tr>
<td>Disagree</td>
<td>72</td>
<td>10.0</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>125</td>
<td>17.3</td>
</tr>
<tr>
<td>Agree</td>
<td>304</td>
<td>42.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>161</td>
<td>22.3</td>
</tr>
</tbody>
</table>

My Ministry is grounded on formal rules for smooth running

<table>
<thead>
<tr>
<th>I enjoy working for my ministry</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>57</td>
<td>7.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>105</td>
<td>14.5</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>121</td>
<td>16.7</td>
</tr>
<tr>
<td>Agree</td>
<td>291</td>
<td>40.2</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>149</td>
<td>20.6</td>
</tr>
</tbody>
</table>
Table 7.15 Summary of Respondents opinion on organisational culture (B05 to B18) Cont’d

<table>
<thead>
<tr>
<th>Emphasis is placed on creating new job challenges</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>58</td>
<td>8.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>152</td>
<td>21.0</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>245</td>
<td>33.9</td>
</tr>
<tr>
<td>Agree</td>
<td>185</td>
<td>25.6</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>83</td>
<td>11.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human resources development is a core value</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>115</td>
<td>15.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>376</td>
<td>52.0</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>161</td>
<td>22.3</td>
</tr>
<tr>
<td>Agree</td>
<td>51</td>
<td>7.1</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>20</td>
<td>2.8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Emphasis is on staff commitment</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>22</td>
<td>3.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>99</td>
<td>13.7</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>187</td>
<td>25.9</td>
</tr>
<tr>
<td>Agree</td>
<td>276</td>
<td>38.2</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>139</td>
<td>19.2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>My concerns are important to my Ministry</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>28</td>
<td>3.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>70</td>
<td>9.7</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>154</td>
<td>21.3</td>
</tr>
<tr>
<td>Agree</td>
<td>291</td>
<td>40.2</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>180</td>
<td>24.9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Promotion procedure considers my performance</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>21</td>
<td>2.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>91</td>
<td>12.6</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>119</td>
<td>16.5</td>
</tr>
<tr>
<td>Agree</td>
<td>264</td>
<td>36.5</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>228</td>
<td>31.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The environment here is results oriented</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>26</td>
<td>3.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>86</td>
<td>11.9</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>132</td>
<td>18.3</td>
</tr>
<tr>
<td>Agree</td>
<td>310</td>
<td>42.9</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>169</td>
<td>23.4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Efficient service delivery means success to my ministry</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>564</td>
<td>78.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>159</td>
<td>22.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>As a confirmed staff, I feel secured in my employment</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>564</td>
<td>78.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>159</td>
<td>22.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Clear competencies are values required of me</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>564</td>
<td>78.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>159</td>
<td>22.0</td>
</tr>
</tbody>
</table>

204
Employees stated that it is exciting working in the Nigerian public sector organisation and that work experience is interesting. This exciting and interesting experience according to 68% of participants enhance job satisfaction and the all participants opined that job security is guaranteed. The outcome of the entire participants’ approval that clear competencies are value required of every employee, and 57.4% participants’ affirmation that emphasis is placed on employee commitment confirms the effect of recent campaign of the current Government emphasis on productivity and efficiency in the public sector.

While clear competencies are values required of every employee in the public sector, the organisational culture drive for employee commitment aligns with the treatment of employee as an important part of the organisation; this is opined by 65.1% of participants. The test of bureaucracy as part of the Nigerian public sector shows 64.3% of participants stating that the organisation is governed by formal procedures and 60.8% approve that the purpose of the formal procedures (policies, rules and regulations) are basically for smooth operations which include administration of the sector activities.

The emphasis on formal procedures, however, negatively influence creation of new job challenges, innovations, improved operations, process and procedures as the table revealed that 29% do not agree while 33.9% could not give any opinion). In further examination of the formal procedure for operations, 67% of participants shows that the organisational norm does not in any way help place value on human resource development. The implication of this type of system is the failure to appreciate employees as rare and best fit resource investment that bring about the realisation of the public sector short-term and long-term goals, rather
employees are seen as mere instrument of labour. However, irrespective of the above, 68% of participants approved that employee performances are the basis for promotion procedures. At the same time entire participants confirmed that efficient service delivery means success to their organisation which aligns with the agreement by participants that the work environment is result oriented.
SECTION THREE: Respondents experience about their incentives (C19 to C29)

7.4.3 ANALYSIS OF FINANCIAL AND NON-FINANCIAL INCENTIVES

To obtain the descriptive data on incentives, questions relating to financial and non-financial remuneration, benefits and rewards etc. of the public sector organisation were asked.

Table 7.16 Summary of Respondents opinion on Incentives (C19 to C29)

<table>
<thead>
<tr>
<th>Pay progression</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>86</td>
<td>11.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>94</td>
<td>13.0</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>85</td>
<td>11.8</td>
</tr>
<tr>
<td>Agree</td>
<td>307</td>
<td>42.5</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>151</td>
<td>20.9</td>
</tr>
</tbody>
</table>

Financial reward for good performance

<table>
<thead>
<tr>
<th>Pay progression</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>8</td>
<td>1.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>625</td>
<td>86.6</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>89</td>
<td>12.3</td>
</tr>
</tbody>
</table>

Salary satisfaction

<table>
<thead>
<tr>
<th>Pay progression</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>110</td>
<td>15.2</td>
</tr>
<tr>
<td>Disagree</td>
<td>174</td>
<td>24.1</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>76</td>
<td>10.5</td>
</tr>
<tr>
<td>Agree</td>
<td>233</td>
<td>32.2</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>130</td>
<td>18.0</td>
</tr>
</tbody>
</table>

Medical benefit satisfaction

<table>
<thead>
<tr>
<th>Pay progression</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>139</td>
<td>19.2</td>
</tr>
<tr>
<td>Disagree</td>
<td>205</td>
<td>28.4</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>237</td>
<td>32.8</td>
</tr>
<tr>
<td>Agree</td>
<td>117</td>
<td>16.2</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>25</td>
<td>3.5</td>
</tr>
</tbody>
</table>

Remuneration package fairness

<table>
<thead>
<tr>
<th>Pay progression</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>237</td>
<td>32.8</td>
</tr>
<tr>
<td>Disagree</td>
<td>359</td>
<td>49.7</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>127</td>
<td>17.6</td>
</tr>
</tbody>
</table>

Retirement benefits satisfaction

<table>
<thead>
<tr>
<th>Pay progression</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>365</td>
<td>50.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>302</td>
<td>41.8</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>55</td>
<td>7.6</td>
</tr>
<tr>
<td>Agree</td>
<td>1</td>
<td>.1</td>
</tr>
</tbody>
</table>

Leave allowance satisfaction

<table>
<thead>
<tr>
<th>Pay progression</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>377</td>
<td>52.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>276</td>
<td>38.2</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>47</td>
<td>6.5</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>2.8</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>3</td>
<td>.4</td>
</tr>
</tbody>
</table>

Professional effort recognition

<table>
<thead>
<tr>
<th>Pay progression</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>723</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Table 7.16 Summary of Respondents opinion on Incentives (C19 to C29) Cont’d

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th></th>
<th>Strongly Disagree</th>
<th></th>
<th>Strongly Disagree</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Good performance is always rewarded with promotion</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>723</td>
<td>100.0</td>
<td>Strongly Disagree</td>
<td>723</td>
<td>100.0</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td><strong>Contribution to success is rewarded with paid training</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>723</td>
<td>100.0</td>
<td>Strongly Disagree</td>
<td>723</td>
<td>100.0</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td><strong>Prizes or gift cards are rewards for good performance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>723</td>
<td>100.0</td>
<td>Strongly Disagree</td>
<td>723</td>
<td>100.0</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

The importance of financial incentives to employee motivation is confirmed by 63.4% of the respondents who approved good pay progression and 50.2% respondents admitted that the current salary package in the public sector organisation is satisfactory, while the number of participants who disagree and could not give an opinion was approximately 50%. The reason for this contradiction led to further query of the remuneration package in the federal public sector through interview. However, it is worthy of note that the contradiction was traceable to the separate salary scale which is in practice within the same sector as discovered during interview. Some government parastatals and agencies are allowed to fix salaries and allowances based on their revenue generation. Details of the interview outcomes with respect to this contradiction in employee responses to salary will be further discussed later on in this chapter.

The above response was further contradicted and buttressed by 82.5% of participants who pointed to the fact that there is no fairness of remuneration in the Nigerian public sector. In the same direction, medical benefits, retirement benefits and leave allowances are not given appropriate attention required to motivated employee. 87.7% of participants stated that it would be very important if there is financial reward for good performance which at present is not given any priority. 100% of participants’ report revealed that there is no policy that
recognises employee effort towards achievement of goals, and good performances are not rewarded with prizes or gifts nor promotion.

100% participants reported that contribution to success is not rewarded by training or any other non-financial means. The interpretation of the result is an indication that there exists a culture gap with regards to remuneration to be filled if the productivity of employee is to be enhanced in all federal government ministries. Therefore, the results from financial and non-financial incentives presented supports failure of the Nigerian public sector to meet employee basic needs as highlighted in Maslow hierarchy of needs motivation theory.
SECTION FOUR: Respondents experience about their superiors’ leadership style (D30 to D40)

7.4.4 ANALYSIS OF LEADERSHIP STYLES

This section deals with the analysis of respondents’ opinion on the impact of leadership styles on employee motivation in the public sector under assessment.

Table 7.17 Summary of Respondents opinion on Leadership Style (D30 to D40)

<table>
<thead>
<tr>
<th>Clear communication of performance expectations</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>58</td>
<td>8.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>143</td>
<td>19.8</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>166</td>
<td>23.0</td>
</tr>
<tr>
<td>Agree</td>
<td>304</td>
<td>42.1</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>51</td>
<td>7.1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Decision making participation</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>112</td>
<td>15.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>237</td>
<td>32.8</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>217</td>
<td>30.0</td>
</tr>
<tr>
<td>Agree</td>
<td>125</td>
<td>17.3</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>32</td>
<td>4.4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>My advice is sought by my superior when things go wrong</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>114</td>
<td>15.8</td>
</tr>
<tr>
<td>Disagree</td>
<td>174</td>
<td>24.1</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>204</td>
<td>28.2</td>
</tr>
<tr>
<td>Agree</td>
<td>203</td>
<td>28.1</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>28</td>
<td>3.9</td>
</tr>
</tbody>
</table>

| My superior allows me to take ownership of any project I am involved | | |
|---------------------------------------------------------------------|---------|
| Strongly Disagree                                      | 122     | 16.9          |
| Disagree                                               | 267     | 36.9          |
| Neither Agree nor Disagree                             | 208     | 28.8          |
| Agree                                                  | 113     | 15.6          |
| Strongly Agree                                         | 13      | 1.8           |

<table>
<thead>
<tr>
<th>Tasks delegation</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>22</td>
<td>3.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>125</td>
<td>17.3</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>101</td>
<td>14.0</td>
</tr>
<tr>
<td>Agree</td>
<td>423</td>
<td>58.5</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>52</td>
<td>7.2</td>
</tr>
</tbody>
</table>
Table 7.17 Summary of Respondents opinion on Leadership Style (D30 to D40) Cont’d

<table>
<thead>
<tr>
<th>Monitoring subordinates</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>29</td>
<td>4.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>136</td>
<td>18.8</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>158</td>
<td>21.9</td>
</tr>
<tr>
<td>Agree</td>
<td>326</td>
<td>45.1</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>74</td>
<td>10.2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Punishment threat</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>189</td>
<td>26.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>293</td>
<td>40.5</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>144</td>
<td>19.9</td>
</tr>
<tr>
<td>Agree</td>
<td>64</td>
<td>8.9</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>33</td>
<td>4.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>My concerns are always listened to by my superior</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>65</td>
<td>9.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>174</td>
<td>24.1</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>246</td>
<td>34.0</td>
</tr>
<tr>
<td>Agree</td>
<td>211</td>
<td>29.2</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>27</td>
<td>3.7</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>I am applauded by my superior officer when I perform a good job</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>37</td>
<td>5.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>234</td>
<td>32.4</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>358</td>
<td>49.5</td>
</tr>
<tr>
<td>Agree</td>
<td>78</td>
<td>10.8</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>16</td>
<td>2.2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>My superior always considers my suggestions</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>64</td>
<td>8.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>161</td>
<td>22.3</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>285</td>
<td>39.4</td>
</tr>
<tr>
<td>Agree</td>
<td>180</td>
<td>24.9</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>33</td>
<td>4.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leadership styles</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Traits</td>
<td>308</td>
<td>42.6</td>
</tr>
<tr>
<td>Behavioural</td>
<td>158</td>
<td>21.9</td>
</tr>
<tr>
<td>Contingency</td>
<td>73</td>
<td>10.1</td>
</tr>
<tr>
<td>Transactional</td>
<td>184</td>
<td>25.4</td>
</tr>
</tbody>
</table>
The relationship between senior officers and subordinates encourages clear definition and communication of performance expectations as opined by 49.2% of participants. However, 48.3% show communication of performance expectation does not in any way give employees opportunity to make suggestions or participate in the decision-making process even when it concerns problem solving perspectives. This suggest that a typical autocratic leadership style work environment that operates a one directional line of communication where communication flow from the top to the bottom is majorly in practice in most of the federal government ministries and agencies.

Although 65.7% opined that tasks are normally delegated but failure to allow participation in decision making implies that employees are not given freedom to operate and exercise control or take ownership of any task as suggested through the laissez-faire leadership style. Rather, 55.3% of participants approved that close monitoring of employee is ensured for right performance. This indicated a controlled environment and system grounded on strictly ‘play by the rule’ approach.

This kind of approach or environment where employees are restricted strictly to leadership instruction and guidance on task delivery, absolute decision-making authority lies within the senior management cadre, a top down, one-way communication approach. It indicates the existence of rigid bureaucratic organisational structures which comprise of detailed line of authorities, chain of commands and span of control.

However, comparing this to other key motivating factors such as professional effort recognition and human resource development presented earlier, it could be argued that a clear line of
communication in the federal government ministries are actually practised with the appropriate leadership style could bring about a positive reaction of employee towards productivity. In as much as the sector is a typically controlled work environment, the relationship between superiors and subordinates is still mutually good enough to the extent that is does not give room for superiors to threaten employees with punishment while carrying out delegated tasks. This was validated by 66.6% respondents.

Further examination on superior and subordinate relationship revealed a close margin (33.1% disagree, while 32.9% agree) of respondents’ opinion on leadership show of empathy for employee personal concerns. Irrespective of this seeming mutual relationship, the majority of the respondents opined that appreciation for a job well done and meeting or surpassing targets is not a norm in the sector. To establish the approach to leading employee based on participants’ responses on their managers’ leadership activities, leadership styles were grouped under 5 categories as follows:

- Trait (possession of personal leadership inspiration and qualities).
- Behavioural:
  - Autocratic (do not consider employee participation and involvement).
  - Laissez-Faire (provides little or no direction but gives employee freedom).
  - Democratic (allows employee participation and sharing of responsibilities).
  - Participative (encourages employee involvement and contribution).
- Contingency (situational - no pre-plan, arrangements are made based on situation).
- Transactional (bureaucratic - propels employee through rewards and intimidation).
- Transformational (stimulates and enhances employee improvement).

Based on this brief but clear description of the leadership styles, participants were asked to choose which style best describes their manager’s leadership approach. The result revealed that 43% of participants describe the Nigerian public sector leadership style to be trait approach. The choice of trait leadership approach implies, without any particular structured leadership style in the Nigerian public sector, superiors manage and direct subordinates with their personal qualities and skills which in most cases can be counterproductive or fail to address motivational expectations because of differences in employee preference.

Respondents opined that the leadership style in the sector depicts the transactional style, 25.4% of the respondents emphasises bureaucratic control on work structure and processes, operation, decision making, task completion, etc. Subordinates’ contribution is less recognised or permitted, they are subjected to play by the rules and discipline. Also, approximately 22% respondents opined that the style of leadership they are subjected to is behavioural. The results clearly show that the autocratic leadership style which is behavioural is predominant in the sector as employees’ participation and contributions are not recognised.
**SECTION FIVE:** Respondents experience and self-reporting on how their attitude of not performing well is as a result of motivation (E41 to E57)

### 7.4.5 ANALYSIS OF EMPLOYEE PERFORMANCE

This section deals with the analysis of respondents’ opinion and experiences on the influence of motivation on their attitude and feeling of not performing well as expected. Factors used to test organisational culture, incentives and leadership styles were used to obtain respondents’ report on the influence of motivation on their performance.

#### Table 7.18 Summary of Respondents self-report on how their attitude of not performing well is as a result of motivation (E41 to E57)

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pay</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes - very negatively</td>
<td>317</td>
<td>43.8</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>215</td>
<td>29.7</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>191</td>
<td>26.4</td>
</tr>
<tr>
<td><strong>Leave allowance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes - very negatively</td>
<td>330</td>
<td>45.6</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>246</td>
<td>34.0</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>147</td>
<td>20.3</td>
</tr>
<tr>
<td><strong>Medical allowance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes - very negatively</td>
<td>341</td>
<td>47.2</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>229</td>
<td>31.7</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>153</td>
<td>21.2</td>
</tr>
<tr>
<td><strong>Pension benefit</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes - very negatively</td>
<td>285</td>
<td>39.4</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>245</td>
<td>33.9</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>193</td>
<td>26.7</td>
</tr>
<tr>
<td><strong>Non-financial incentives like promotion, training etc.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes - very negatively</td>
<td>479</td>
<td>66.3</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>217</td>
<td>30.0</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>27</td>
<td>3.7</td>
</tr>
<tr>
<td><strong>Public sector culture</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes - very negatively</td>
<td>347</td>
<td>48.0</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>253</td>
<td>35.0</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>123</td>
<td>17.0</td>
</tr>
<tr>
<td><strong>Public sector bureaucratic structure on promotion</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes - very negatively</td>
<td>346</td>
<td>47.9</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>220</td>
<td>30.4</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>157</td>
<td>21.7</td>
</tr>
</tbody>
</table>
Table 7.18 Summary of Respondents self-report on how their attitude of not performing well is a result of motivation (E41 to E57) Cont’d

<table>
<thead>
<tr>
<th>Public sector policies on staff responsibilities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - very negatively</td>
<td>294</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>256</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>173</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public sector core competencies on job delivery</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - very negatively</td>
<td>165</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>347</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>211</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public sector strategy on employee satisfaction</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - very negatively</td>
<td>136</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>288</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>299</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>My work environment</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - very negatively</td>
<td>261</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>258</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>204</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>My training and development plan and career progression</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - very negatively</td>
<td>324</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>192</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>207</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The way I am treated by the management team</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - very negatively</td>
<td>250</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>321</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>152</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Relationship with my direct supervisor</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - very negatively</td>
<td>54</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>239</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>430</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Relationship with other departmental senior staffs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - very negatively</td>
<td>94</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>265</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>364</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Relationship with directors</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - very negatively</td>
<td>110</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>273</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>340</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>My team lead and directors’ leadership style</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes - very negatively</td>
<td>369</td>
</tr>
<tr>
<td>No - not in any way</td>
<td>284</td>
</tr>
<tr>
<td>Yes - very positively</td>
<td>70</td>
</tr>
</tbody>
</table>
Financial and Non-financial incentives

Drawing from the result presented in the table above, participants self-report on the role motivation plays in their attitude pointed to the negative impact pay (salary) has on their performance, 46% of participants pointed to the negative impact of leave allowances, 47% of participants pointed to negative effect of medical allowances and 39% of participants pointed to the negative influence of pension benefits on their attitude to work which is the reason they do not perform well enough on their jobs. The failure of the public sector administration to prioritise these factors negatively affect participants’ performance. In the same direction, 66.3% of the participants opined that failure to motivate through non-financial incentives such as promotion and training. pose a negative influence on performance. Therefore, failure to prioritise financial and non-financial incentives as a driver of employee motivation can negatively influence the performances of employee.

Organisational culture

In the consideration organisational culture as an important factor in the motivation of employee, 48% of participants report on the effect of organisational culture on their performance pointed to the bureaucratic structure on promotion, 48% of participants pointed to culture (rules and regulations), 41% participants pointed to polices on employees’ responsibilities, 36% participants pointed to the work environment, and 45% participants pointed to training, development plans and career progression in a negative manner significantly influence their attitude to be productive. These high percentages recorded of respondents’ negative self-reporting on how these instruments influence their feelings and
attitude towards work is an indication that if organisational culture is not flexible enough to support employee motivation, employee performance suffers the resulting effect.

**Leadership style**

It was established earlier in this study literature that the management approach to leading plays a major role in the motivation of employees. The results presented in the table above revealed that over 50% of participants approve the existence of good relationships between employees and direct superiors, other departmental heads, as well as directors. While 44% of respondents’ report that their motivation and attitude to work is not influenced by the treatment, they are subjected to from the management team, 51% of participants’ report on the negative influence the styles of leadership have on their performance. This is an indication that in practice, employee relationship with superior in a controlled environment where there is no particular leadership structure like the Nigerian public sector plays no significant role as much as the style of leadership.

Conclusively, participants self-report revealed that employees’ attitude and feeling of not performing well is as a result lack of motivation. Therefore, it can be concluded that there is a significant relationship between both variables but a negative significance in the case of the Nigerian public sector.
SECTION SIX: Respondents experience on motivation (F58 to F65)

7.4.6 ANALYSIS OF EMPLOYEE MOTIVATION

This section deals with the analysis of respondents’ opinion on the extent of employee motivation on their job in the public sector organisation.

Table 7.19 Summary of Respondent’s opinion on motivation (F58 to F65)

<table>
<thead>
<tr>
<th>Employee happiness</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>28</td>
<td>3.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>286</td>
<td>39.6</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>295</td>
<td>40.8</td>
</tr>
<tr>
<td>Agree</td>
<td>114</td>
<td>15.8</td>
</tr>
<tr>
<td>Employee empowerment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>58</td>
<td>8.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>297</td>
<td>41.1</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>344</td>
<td>47.6</td>
</tr>
<tr>
<td>Agree</td>
<td>24</td>
<td>3.3</td>
</tr>
<tr>
<td>Spend extra time in carrying out my job</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>117</td>
<td>16.2</td>
</tr>
<tr>
<td>Disagree</td>
<td>263</td>
<td>36.4</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>318</td>
<td>44.0</td>
</tr>
<tr>
<td>Agree</td>
<td>25</td>
<td>3.5</td>
</tr>
<tr>
<td>Employee-review system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>183</td>
<td>25.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>267</td>
<td>36.9</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>254</td>
<td>35.1</td>
</tr>
<tr>
<td>Agree</td>
<td>19</td>
<td>2.6</td>
</tr>
<tr>
<td>Job procedures, policies, and processes helps decision and plan on task delivery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>79</td>
<td>10.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>296</td>
<td>40.9</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>323</td>
<td>44.7</td>
</tr>
<tr>
<td>Agree</td>
<td>25</td>
<td>3.5</td>
</tr>
<tr>
<td>Work environment impact on commitment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>24</td>
<td>3.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>237</td>
<td>32.8</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>322</td>
<td>44.5</td>
</tr>
<tr>
<td>Agree</td>
<td>140</td>
<td>19.4</td>
</tr>
</tbody>
</table>
Table 7.19 Summary of Respondent’s opinion on motivation (F58 to F65) Cont’d

<table>
<thead>
<tr>
<th>Training, development plan and career progression</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>413</td>
<td>57.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>107</td>
<td>14.8</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>184</td>
<td>25.4</td>
</tr>
<tr>
<td>Agree</td>
<td>19</td>
<td>2.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fair and progressive promotion procedure</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>377</td>
<td>52.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>154</td>
<td>21.3</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>184</td>
<td>25.4</td>
</tr>
<tr>
<td>Agree</td>
<td>8</td>
<td>1.1</td>
</tr>
</tbody>
</table>

Further to earlier discoveries of financial and non-financial incentives, organisational culture and leadership style on employee motivation, tests were carried out to know if employees of the public sector under review are actually motivated. The results revealed that employees are not happy doing their jobs as 57.1% of participants indicated that they are not empowered in terms of resources, training and knowledge required to do their work. At the same time job planning and decision making about how to execute task professionally are strictly in accordance with the laid down bureaucratic principles, procedures and policies. These therefore do not encourage employees to willingly commit extra time and strength to tasks as opined by 52.6% of participants.

This speaks volumes of the extent to which the lack of motivation affects employee productivity. It can be recalled from chapter two of this study that productivity increases as motivation improves, hence the staff can go an extra mile to complete tasks. Further to the above, 62.2% opined that the employee review system does not contribute to the effectiveness of task while the work environment does not in any way influence employee commitment. Priority is not placed on training, development plans and career progression of employees just as promotion procedures are unfair. The summary of these points to the fact that employees
are not rightly motivated, and the lack and level of motivation displayed by the results therefore suggest that there is no motivational strategy in place or provided for in the policies and procedures of the Nigerian public sector.

7.5 **CORRELATION ANALYSIS: Assessment of Relationships between Variables**

Correlation analysis was employed to test the inter variable relationship as well as the strength of the relationship between variables. Correlation test also helps to check if the relationship and consistency between the variables cause a mutual situation where the increase in one variable trigger either a direct increase or decrease in the other variable (Kozak et al. 2012).

7.5.1 **CORRELATION ANALYSIS OF EMPLOYEE MOTIVATION AND OTHER VARIABLES**

<table>
<thead>
<tr>
<th>Table 7.20</th>
<th>Correlation Analysis of Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employee Performance</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Organisation Culture</td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Incentives</td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Motivation</td>
<td>Pearson Correlation</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).
Correlation coefficient from +1 to -1 suggests that coefficient can be either positive or negative. Negative correlation indicates that the relationship between two variables is negative. As per principles, where the coefficient is 0.3 or less, it shows that the correlation between the variables under review is weak. Where the value is 0.5, its shows that the correlation is shows moderate, whereas 0.7 or more shows that the correlation between two variables is strong.

Based on this fact therefore, the results as presented above shows .821 positive relationship between organisational culture and employee motivation, .752 positive relationship between incentives and employee motivation, .773 positive relationship between leadership style and employee motivation, and .805 positive relationship between employee motivation and employee performance. The relationships between variables are positive and strongly significant.

Further to this, there is a strong relationship between organisational culture and employee performance \((r = 0.721; p<0.000)\); between incentives and employee performance \((r = 0.861; p<0.000)\); and between leadership style and employee performance \((r = 0.717; p<0.000)\). The strong relationships imply that organisation culture and incentives (financial and non-financial) significantly contribute toward employee attitude to perform based on the decision rule. Also, there is a strong correlation between organisational culture and incentives \((r= 0.883; p<0.000)\); organisational culture and leadership style \((r= 0.844; p<0.000)\); organisational culture and employee motivation \((r= 0.821; p<0.000)\). Based on decision rule, the relationships show that organisational culture has the highest significant contribution towards every other variable in the Nigerian public sector.
### 7.5.2 CORRELATION ANALYSIS OF EMPLOYEE MOTIVATION AND DEMOGRAPHICS AND JOB VARIABLES

**Table 7.21** Correlation Analysis of Demographics, Job Variables and Employee Motivation

<table>
<thead>
<tr>
<th></th>
<th>Age</th>
<th>Gender</th>
<th>Length of employment</th>
<th>Grade level</th>
<th>Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>Pearson Correlation</td>
<td>.062*</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Length of employment</td>
<td>Pearson Correlation</td>
<td>.131**</td>
<td>.566**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Grade level</td>
<td>Pearson Correlation</td>
<td>.026*</td>
<td>.595**</td>
<td>.561**</td>
<td>1</td>
</tr>
<tr>
<td>Motivation</td>
<td>Pearson Correlation</td>
<td>.031*</td>
<td>.532**</td>
<td>.501**</td>
<td>.539**</td>
</tr>
</tbody>
</table>

**.** Correlation is significant at the 0.05 level (2-tailed).

**.** Correlation is significant at the 0.01 level (2-tailed).

The table 7.21 above shows that there is moderate correlation between motivation and job variables. Based on the decision rule, grade level has the highest correlation value of .539, while gender has .532 value of the Pearson correlation. Length of employment has .501 correlation values with motivation. Age distribution gave weak relationship of .031 which means there is no significant relationship between age and employee motivation in the Nigerian public sector.

The above analysis outcomes reveals a strong and significant relationships between organisational culture and incentives ($r= 0.883; p<0.000$); between organisational culture and leadership style ($r= 0.844; p<0.000$); between organisational culture and employee motivation ($r= 0.821; p<0.000$) and between organisational culture and employee performance ($r = 0.721;$
Based on decision rule, the relationships show that organisational culture significantly contribute towards incentives (financial and non-financial), leadership style, employee motivation and employee performance in the Nigerian public sector. This suggests therefore a further analysis of organisational culture on demographic factors and job variables.

### 7.5.3 CORRELATION ANALYSIS OF ORGANISATIONAL CULTURE AND DEMOGRAPHICS AND JOB VARIABLES

The table 7.22 below shows that positive significant relationships exist between organisational culture and intervening factors such as employee gender \( (r = .501; p<0.000) \); length of employment \( (r = .532; p<0.000) \); and grade level \( (r = .547; p<0.000) \). The positive correlation implies that organisational culture significantly contributes toward motivation of employee in the Nigerian public sector.

<table>
<thead>
<tr>
<th>Table 7.22 Correlation Analysis of Organisational culture and Demographic factors &amp; Job Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
</tr>
<tr>
<td>--------</td>
</tr>
<tr>
<td>Gender</td>
</tr>
<tr>
<td>Age</td>
</tr>
<tr>
<td>Length of employment</td>
</tr>
<tr>
<td>Grade level</td>
</tr>
<tr>
<td>Organisational Culture</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).
7.6 CROSS TABULATION AND RANKING OF VARIABLES

The high significance of organisational culture across the correlation analysis drew attention to the need to check the rankings of all variables. Therefore, cross tabulation was employed to test and compare the relationships between all the variables to know which variable rank more important than others.

<table>
<thead>
<tr>
<th>Motivator</th>
<th>Percentage %</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational Culture</td>
<td>44</td>
<td>1st</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>34</td>
<td>2nd</td>
</tr>
<tr>
<td>Financial and Non-financial Incentives</td>
<td>22</td>
<td>3rd</td>
</tr>
</tbody>
</table>

Table 7.23 Cross tabulation and ranking of factor affecting employee motivation

It follows from the result that organisational culture ranked highest among other factors that affect employee motivation considered in this study with 44%. The components of organisational culture emphasised by participants are rules, regulations, policies, structures and processes within which the Nigerian public sector operates. As highlighted in chapter two, incentives (financial and non-financial), hierarchical structures and functions of leadership are detailed in the civil service rules and regulations presented in the constitution of the federal republic of Nigeria 1999 and the Nigeria Civil Service Handbook 2008; 2004; 1997 (Okeke-Uzodike and Subban, 2015).

The result indicates that the rules, regulations, policies, structures and processes of the Nigerian public sector which are recognised in this study as organisational culture ranked the top key factor that plays a major role in the motivation of employees in the sector. The ranking
validates the significant high impact of organisational culture on employee motivation as revealed through the correlation analysis in Table 7.20 above.

7.7 MULTIVARIATE STATISTICS ANALYSIS

The linear relationship between variables as shown in the correlation result above indicated the significance of a regression analysis to show which of the independent variable is more likely to have a significant level of influence on the dependable variable.

7.7.1 REGRESSION ANALYSIS

The results of regression analysis are explained in Table 7.24 to 7.26 below.

Table 7.24  Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.574(^a)</td>
<td>.329</td>
<td>.325</td>
<td>3.63608</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Leadership Style, Organisational Culture, Incentives

The above presents model summary of the regression model. There are two values in the model summary i.e. R and R\(^2\). Term ‘R’ in the model represents the correlation i.e. .574, which indicates moderate correlation. The value of R\(^2\) is .329 or 32.9 percent, and it indicates how much of the total variance explained by financial and non-financial incentives, leadership styles and organisational culture (Independent variables) on employee motivation (dependent variable).
Table 7.25  ANOVA\textsuperscript{b}

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>4657.019</td>
<td>4</td>
<td>1164.255</td>
<td>88.060</td>
<td>.000\textsuperscript{a}</td>
</tr>
<tr>
<td>Residual</td>
<td>9492.757</td>
<td>718</td>
<td>13.221</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>14149.776</td>
<td>722</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\textsuperscript{a} Predictors: (Constant), Performance, Leadership Style, Org. Culture, Incentives

b. Dependent Variable: Motivation

The above present the results of ANOVA i.e. analysis of variance that reports how suitability of the regression equation on the data analysed or how suitable is the value of $R^2$ measurement on the regression model. The sig. column in ANOVA tables indicates that regression model expresses that employee motivation (dependent variable) is significantly strong (F= 88.060; p<0.000). Overall, the financial and non-financial incentives, leadership styles and organisational culture (Independent variables) expresses a strong employee motivation (dependent variable).

Table 7.26  Coefficients\textsuperscript{a}

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardised Coefficients</th>
<th>Standardised Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>-5.578</td>
<td>.962</td>
<td>-5.799</td>
<td>.000</td>
</tr>
<tr>
<td>Org. Culture</td>
<td>3.300</td>
<td>.186</td>
<td>.579</td>
<td>17.767</td>
</tr>
<tr>
<td>Incentives</td>
<td>.767</td>
<td>.407</td>
<td>-.064</td>
<td>-1.884</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>1.278</td>
<td>.252</td>
<td>-.166</td>
<td>-5.070</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>.565</td>
<td>.243</td>
<td>.081</td>
<td>2.330</td>
</tr>
</tbody>
</table>

\textsuperscript{a} Dependent Variable: Motivation
The above table represents the results of regression coefficients that indicates whether financial and non-financial incentives, leadership styles and organisational culture (Independent variables) contributes significantly to employee motivation (dependent variables). Constant in the coefficient table represents ‘α’ in the regression equation i.e. Equation A. According to the equation, Y is dependent variable, α represents constant in regression equation, β indicates coefficient of variable, ‘e’ is error term, whereas X₁, X₂ represents variables i.e. organisational culture, incentives etc. 

\[ Y = \alpha + \beta X_1 + \beta X_2 + e \] \hspace{1cm} \text{Equation-A}

The value of organisational culture is \((\beta = 3.300, P<0.000)\) i.e. organisational culture significantly contributes towards employee motivation. Incentives contribute significantly towards employee’s motivation \((\beta = .767, P <0.060)\). Leadership style likewise is a barrier impeding employee motivation as it contributes significantly towards employee motivation \((\beta = 1.278, P<0.000)\). The significant relationships therefore indicate that leadership style and incentives in the Nigerian public sector federal are contributing factors towards employees’ dissatisfaction and low motivation. However, employee performance contribution shows a significant moderate relationship \((\beta = .565, P < 0.020)\) towards employees’ motivation. These results provide support for hypothesis \(H_2\) to \(H_6\).

7.7.3 TESTING HYPOTHESES

The purpose of this research was to test the impact of organisational culture, incentives and leadership style on motivation of employees, also along the line examine if there exist a significant relationship between employee motivation and employee performance. To test the causal relationship, multiple regression analysis was employed. However, before carrying out
multiple regression, certain assumptions of regression are expected to be fulfilled. The assumptions are: (a) the data should be normal, (b) homoscedasticity analysis (c) factor analysis, and (d) multi-collinearity analysis, have been tested. In the case of this study, these assumptions were fully complied with. The results of factor analysis were presented in Table 7.10, whereas normality was tested using One-Sample Kolmogorov-Smirnov Test (Table 7.9).

### 7.7.3.1 HYPOTHESIS SUMMARY

Summary of the hypothesis decision is presented in Table 7.27. The table present hypothesis acceptable in the case of $H_1$ to $H_6$.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Hypothesis Summary</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>$H_1$</td>
<td>Demographic factors and job variables have significant effect on employee motivation</td>
<td>Accepted</td>
</tr>
<tr>
<td>$H_2$</td>
<td>Financial incentives have significant effect on public sector employee motivation</td>
<td>Accepted</td>
</tr>
<tr>
<td>$H_3$</td>
<td>Non-Financial incentives have significant effect on public sector employee motivation</td>
<td>Accepted</td>
</tr>
<tr>
<td>$H_4$</td>
<td>Organisational cultures have significant effect on the motivation of the public sector employee</td>
<td>Accepted</td>
</tr>
<tr>
<td>$H_5$</td>
<td>Leadership styles have significant effect on public sector employee motivation</td>
<td>Accepted</td>
</tr>
<tr>
<td>$H_6$</td>
<td>Employee motivation have significant impact with employee performance</td>
<td>Accepted</td>
</tr>
</tbody>
</table>
SECTION SEVEN: Interviewed Respondents opinion

7.8 QUALITATIVE RESULTS ANALYSIS AND FINDINGS

The purpose of the conducted interviews was to substantiate the results of the questionnaire presented above. To achieve this, the interview conducted explored “how incentives, organisational culture and leadership style need to change to improve motivation among employees?”. To explore the phenomenon therefore, a list of interview questions was finalised prior to field work. As suggested by Gentles (2015), an interview guide is mandatory prior to going to field work to ensure that all the relevant information about the topic is covered and ensure accuracy about the topic as well. Moreover, it helps respondents to answer with greater flexibility and confidence.

The data on each variable is collected through semi-structured interview questions. All the interviews were audio recorded and then transcription was done. During transcription, each theme was coded into universal and local themes, and patterns were explored accordingly. The following questions on each construct were asked from respondents:

Incentives

1. Are you happy with your current pay and the progression?
2. What would you say is the impact of financial benefits on your job?
3. How would you describe the impact of factors such as promotion, recognition, training and development, gifts, breakfast provision and other non-financial incentives on your job and motivation?
Organisational Culture

1. Does your organisation have formal strategies for employee motivation?
2. Does your organisation management see employee motivation as crucial to improving employee performance within the organisation?
3. Does your organisation have formal strategies for improving the motivational levels for employees?

Leadership Style

1. How would you describe your superiors’ leadership style?
2. How would you describe your superiors’ involvement and contribution towards making you more motivated so as to enhance your productivity?
3. How has relationship with your management team affected your productivity?

Employee’s Motivation

1. Can you describe if you are motivated on your job or not?
2. Do you feel inspired doing your work or emotionally exhausted?
3. How would you describe the impact of motivation factors such as good wages, job security, opportunity for advancement, good working conditions, interesting or challenging work relationship with other employees, recognition, involvement or participating in responsibilities on you and your job?

Employee’s Performance

1. Briefly describe how your organisation motivational strategies improve your work role performance?
2. How do you think your organisation can motivate you for better performance?
3. What recommendations can you make with regards to improving your level of motivation to impact positively on your performance?

7.8.1 RESPONSDENTS PROFILE

Presented in the table below, the respondents were coded to ensure their anonymity. Data was collected from different federal ministries of the Nigerian public sector to get the holistic overview of participants on selected variables. Moreover, equal representation of males and females was ensured, 6 males and 6 females participated in interviews.

<table>
<thead>
<tr>
<th>Table 7.28</th>
<th>Respondents Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Code</strong></td>
<td><strong>Background of respondent</strong></td>
</tr>
<tr>
<td>AA</td>
<td>Participant AA is between grade level 15 - 17 in Federal Ministry of Agriculture. He is 47 years of age and has 15 years of job experiences</td>
</tr>
<tr>
<td>BB</td>
<td>Participant BB is working at grade level 7 in Federal Ministry of Agriculture. He is 39 years of age and has 15 years of job experiences</td>
</tr>
<tr>
<td>CC</td>
<td>Participant CC is working at grade level 10 in Federal Ministry of Health. She is 42 years of age and has 13 years of job experiences</td>
</tr>
<tr>
<td>DD</td>
<td>Participant DD is working at grade level 8 in Federal Ministry of Education. He is 35 years of age and has 8 years of job experiences</td>
</tr>
<tr>
<td>EE</td>
<td>Participant EE is working at grade level 6 in Federal Ministry of Health. She is 35 years of age and has 6 years of job experiences</td>
</tr>
<tr>
<td>FF</td>
<td>Participant FF is working at grade level 8 in Federal Ministry of Health. He is 33 years of age and has 10 years of job experiences</td>
</tr>
<tr>
<td>GG</td>
<td>Participant GG is working at grade level 6 in Federal Ministry of Information and Communication. She is 25 years of age and has 7 years of job experiences</td>
</tr>
<tr>
<td>HH</td>
<td>Participant HH is working at grade level 12 in Federal Ministry of Environment. She is 40 years of age and has 16 years of job experiences</td>
</tr>
</tbody>
</table>
7.8.2 INCENTIVES AND EMPLOYEE MOTIVATION

Incentives and employee motivation data was collected using three main parameters i.e. pay and pay progression, financial and non-financial benefits available to employees. The main themes were further subdivided into patterns (participant’s views about main theme). For pay and pay progression, explored patterns were inflation, government policies, satisfaction with pay and progression, government dual standards and level of satisfaction. For Financial benefits, explored pattern were level of comfort and benefits of financial benefits. For non-financial factors impact on motivation, explored patterns are promotion system (not encouraging), recognition, non-financial incentives/not in practice, favouritism and training and development. Table 7.29 describes the results of themes and patterns explored about incentives impact on employee motivation.
Table 7.29  
Incentives impact on motivation

<table>
<thead>
<tr>
<th>Category and Employees motivation</th>
<th>Themes</th>
<th>Patterns</th>
<th>Description</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Progression and Pay</strong></td>
<td></td>
<td>Inflation</td>
<td>Salaries are not consistent if compared with inflation rate in country</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Govt. policies</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Not happy/satisfied</td>
<td></td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dual standards</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Happy/Satisfied</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td><strong>Financial Benefits</strong></td>
<td></td>
<td>Not comfortable</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fine but not comfortable</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve productivity</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td><strong>Financial and Non-Financial factors impact on motivation</strong></td>
<td></td>
<td>Promotion System (Not encouraging)</td>
<td></td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recognition</td>
<td>Yes (4) No (7)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enjoy non-financial incentives/not in practice</td>
<td>No (7)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Favouritism</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training &amp; Development</td>
<td></td>
<td>3 (No)</td>
</tr>
</tbody>
</table>

It is evident from literature that incentives contribute significantly to employee motivation. Pay and pay progression is one of the highlighted themes during interviews. Few participants reported that their salaries are not increasing consistently in comparison to increase in inflation rate. As mentioned by participant AA and participant DD:

"If compared with the increasing inflation rate and what is obtainable in other sector, even
in some government parastatals or agency, my response is a capital NO. Although, money is not a major factor, but every worker expects something commensurate to every effort, emotion and time put into work” (Participant AA).

“The major error here is that the government has failed to see it (pay and pay progression) as unreasonable in the present economic situation of the country” (Participant DD).

“There are benefits but they are not reasonable compared to the current economic situation. These insignificant benefits have been the same over the years without any change or improvement” (Participant GG).

Participants had shown great concern over government policies towards promotion and salaries. The policy varies from department to department and not consistent for all departments. Few participants are satisfied with policies; however, few reported “dual government policies” and inconsistent promotion policies as main issue of their low motivation. These polices on promotion varies from department to department:

“Yes, to a certain extent when compared to public sector standard, but when considering the law establishing parastatals created under ministry, it is discouraging to see someone on same grade level and years of experience earn so much more than I do. It even gets worse when an employee with less years of experience earns more” (Participant BB).

“What I earn and announced increment over the years cannot handle my basic expenses. So, I am not happy. I work in same ministry where some staff on same cadre in an agency that reports to the main ministry earn more than I do because of a different payment regulation
in their establishment” (Participant CC).

Participants BB and CC working in Federal Ministry of Agriculture and Ministry of Education respectively are not satisfied with government policies and procedures (organisational culture). However, participants working in Ministry of Health (EE) and Ministry of Technology (JJ) are satisfied with their promotion and pay polices and enjoying their jobs; rather they claim their jobs as productive jobs:

“My financial benefits are good and play a major role to my job productivity. I want to be comfortable while doing my job” (Participant EE).

“It enhances my efficiency and commitment to tasks as there is certainty of progression in financial incentives” (Participant JJ).

When participants were asked about non-financial factors impact on motivation, explored patterns are promotion, salary and recognition. Few participants mentioned that non-financial factors are not in practice in their organisations:

“The promotion system in the public sector is not encouraging. When an employee is due for promotion, he/she is subjected to write an exam and if successful, such employee will have to wait till there is a vacancy in the next level before moving up the ladder. That is not encouraging. Here (the public sector) there is no recognition for your contribution if you are not in the senior management level, there is nothing like breakfast or lunch provision, and personally I do not enjoy any non-financial incentives” (Participant AA).

“These are motivational tools (non-financial incentives) which clearly show that my
organisation cares about me and not just getting work done. Unfortunately, I have not really enjoyed these factors” (Participant BB).

“Public sector promotion system is in shambles, not inspiring at all. If you are fortunate to be among a team of professionals, your contribution is recognised and appreciated within the team..., I cannot clearly state any non-financial incentives” (Participant CC).

Beside non-availability of non-financial incentives/benefits, some of the participants reported favouritism from top management as important factor which demotivates employees. Moreover, there is no policy of training fee reimbursement and employee pays him/herself for his/her development and training:

“I have been due for promotion over six (6) months ago, completed every other process required of me after I was successful in the promotion exam, but my new grade level is yet to reflect in my pay and every other aspect of my engagement. Training and development not something the public service pays much attention to. I pay for my development courses just as other staffs do. Available local and overseas training are allocated by favouritism and in most cases limited to most senior employees. Non-financial incentives do not apply here” (Participant DD).

“Promotion system is not based on work or task accomplished nor growth but on favouritism. Good behaviour and completed task are not recognized. I do not enjoy any form of non-financial incentives” (Participant GG).
7.8.3 ORGANISATIONAL CULTURE AND EMPLOYEE MOTIVATION

This section explored the relationship between organisational culture impacts on employee motivation. The focus on this section is on two main themes i.e. organisational formal strategies and employee motivation as top management priority. Organisational formal strategies were further explored through formal written procedures, promotion strategies, benefit strategy and motivation strategy, whilst employee motivation as top management priority were explored through top management priority, corruption at top level, and management by rule and regulations (follow procedures). Table 7.30 describes the organisational culture impact on employee motivation.

<table>
<thead>
<tr>
<th>Category</th>
<th>Themes</th>
<th>Patterns</th>
<th>Description</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational Culture and Employees motivation</td>
<td>Organisational Formal Strategies</td>
<td>Formal written Procedure</td>
<td>Yes (2) No (7)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promotion Strategy</td>
<td>Yes (3) No (2)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Benefit Strategy</td>
<td>Yes (3) No (1)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Motivation Strategy</td>
<td>Yes (3) No (0)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee motivation as Top Management Priority</td>
<td>Employee motivation as priority</td>
<td>Yes (3) No (4)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Corruption at top level</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Management by rule (Follow Procedures)</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

When participants were inquired about formal written procedure or strategies, their response was they never came through strategies of promotion, benefit or motivation. It was evident from responses of participants AA, CC and DD:
“None that I know of or have seen or read anywhere about formal written strategies. I just come to work and face same bureaucratic routine, no new challenges, innovation or improved work environment and that is it” (Participant AA).

“There is nothing of such strategies like promotion other than the mandatory promotion exam procedures, benefit or motivation strategy do not exist. everything here with regards to structure, process, responsibilities, leadership approach is bureaucratic. No room for flexibility” (participant CC).

“None at all, there is no motivation strategy in place and that is why we are where we are. No opportunity to professionally discharge allocated task but it has to be according to how my boss wants it done” (Participant DD).

As mentioned by one of the participants that top management discussed about employee’s motivation in formal meeting, but there is no strategy in practice:

“Motivation was frequently discussed at meetings because I am privilege as a confidential secretary to prepare minutes and proceeding of meeting, but we employee do not see any of the outcome of the meetings resolution in practice” (Participant BB).

“There is possibility they do have strategies for promotion, benefit or motivation but the environment and system (organisational culture) that has been for a while do not allow them to put it into practice. For instance, the BSc and HND dichotomy that the system still finds difficult to address, personally holds me back from putting in my best to work especially when my immediate superior is lower to me in experience but placed above me due to the
discrimination between both degrees” (Participant FF)

“As much as there are signs that employees are the engine of the public sector; the management doesn’t show commitment to motivation as important to employee performance” (Participant II).

It is also evident from responses that top management priorities are different from that of employees’ expectations. Employee motivation is not top management priority:

“Many employees do not even have a seat and table to do their work, talk more of required equipment, they come and play around till closing hour and close. I am sure the management is aware, but they do not seem to care, staff also takes it as it comes” (Participant DD).

“In my opinion, greed won’t let that happen, they think of themselves only and what they will get. Employee is just like a machine to achieve management intentions in an environment where no training investment is made on employee development” (Participant GG).

As it is evident from one section that promotion and progression strategies vary from ministry to ministry, similarly, same is the case for promotion, benefits and motivation strategies. Employees in few ministries like Ministry of Education and Ministry of Technology are motivated and satisfied with top management strategies and formal written procedures:

“The human resource department often holds sessions on job satisfaction and improvement methods as a means of enhancing motivation. They frequently hold meetings to discuss progress, the need for better commitment and what they are doing to motivate the team for better performance. This is normally communicated to employees through their immediate
manager at briefings” (Participant KK).

“Management always give us the assurance that we are important to the organisation and that they are committed to making us happy, so the organisation can make progress. They do ask questions relating to job satisfaction, pay and compensation and how these can be improved upon” (Participant LL).

7.8.4 LEADERSHIP STYLE AND EMPLOYEE MOTIVATION

This section explored the impact of leadership style on employee motivation. The focus on this section is on three main themes i.e. Supervisor’s leadership style, supervisor’s contribution towards employee motivation and management team contribution in employee motivation. As shown in table 7.31 below, the patterns that emerged as supervisor’s leadership style is bureaucratic and supportive leadership, while negative role is the extracted pattern for supervisor contribution towards employee motivation.

<table>
<thead>
<tr>
<th>Table 7.31</th>
<th>Leadership Style impact on Employee Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Category</strong></td>
<td><strong>Themes</strong></td>
</tr>
<tr>
<td>Leadership Style and Employee Motivation</td>
<td>Supervisor Leadership Style</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Supervisor contribution towards employee motivation</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Management Team contribution in employee’s productivity</td>
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<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
When participants were inquired about their supervisor leadership style, there are two views i.e. bureaucratic and supportive leadership styles. Data was collected from different ministries of the same public sector, but leadership style vary from department to department, as mentioned by participants:

“Well, I will say it is more bureaucratic in nature. We take each day and scenario as it comes. Most times I have to ignore any leadership role and do what I have to do” (Participant AA).

“It is bureaucratic in nature and very strict, no permission for the contribution of professional skills, it has to be as the leader wants it” (Participant KK).

“I can say it is according to the situation on ground. Issues are managed as they appear. Although the system here is clearly bureaucratic anyway, my superior style is more friendly amidst the general practice” (Participant EE).

Leadership style varies from department to department. In some departments, participants complained that leadership style is bureaucratic, however, in few government departments it is supportive. Even participants seem more satisfied with the leadership style and see their supervisor as contributor to their growth and professional development, as mentioned by participants:

“My superior enjoys getting results, so she gives the employees under her supervision and the required support to achieve that” (Participant II).

“My supervisor is result oriented and gives me and colleagues the required support needed for us to achieve the set goal” (Participant LL).
“He is quite supportive and gives me room to develop both in knowledge and career”
(Participant BB).

7.8.5 EMPLOYEE MOTIVATION

The main themes explored for employee motivation were motivation at job, feelings at work, impact of advancement, rewards, job security, recognition and participation on employee motivation. The themes were further explored into patterns to better understand the pertaining phenomenon. Table 7.32 shows the detailed explanation about themes and patterns.

<table>
<thead>
<tr>
<th>Table 7.32</th>
<th>Employee Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Category</strong></td>
<td><strong>Themes</strong></td>
</tr>
<tr>
<td>Employees Motivation</td>
<td>Motivation at job</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Feelings at work</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Motivation factors (advancement, rewards, job security, recognition, participation) impact on job</td>
</tr>
<tr>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
The participants were inquired about motivations at job and feelings at work. Beside lack of support (infrastructure) and feeling exhausted at work, participants are contributing the best of their ability, as mentioned by participants:

“*I cannot say categorically that I am motivated or not, but I have a job and I must do it to the best of my ability*” (Participant AA).

“*With regards to how things have been, I am not motivated at all. I do not see motivation in relation to money as many do but I see it as satisfying those little things that seem do not matter. Since this motive is not achieved then I am not motivated*” (Participant DD).

“*I really do not have an answer on if I’m motivated based on the situation around here and the few I have mentioned*” (Participant CC).

“*I have been promoted a couple of times since I started the job with increased pay. This means I am making progress but still aspiring to grow higher and the commitment of management to my growth is quite motivating*” (Participant KK).

Participants in some departments consider that environment is accommodating and friendly. They mostly ignore the situation around and focus on their work. They consider work as an opportunity and deliver their best:

“*I actually look forward to being at work daily because the environment is accommodating and friendly. Even when stretched, there is no feeling of exhaustion*” (Participant KK).

“*My inspiration is personal, especially where there is no empowerment, I try to ignore the situation around and do what I am employed for*” (Participant HH).
“I love to work because I was employed for that purpose. Even when the working condition is unpleasant, I get inspired whenever I get an opportunity to do any task. I hardly get exhausted” (Participant EE).

When participants were inquired about the impact of motivation factors such as good wages, job security, opportunity for advancement, good working conditions, interesting/challenging work relationship with other employees, recognition, involvement/participating in responsibilities on their job, they claimed that these practices were not norms in their organisations. Most importantly, they were doing the job for only one reason i.e. job security:

“All practices are important, but I do not enjoy “good wages”, very little or no opportunity for growth in public sector, there is no recognition for good job done, but in all there is job security which is why myself and most employees are still in the sector” (Participant AA).

“There is good job security but wages not good compared to some sections, no recognition or appreciation for good work done, public sector structure do not encourage growth” (Participant CC).

“In my opinion, job security is a major reason many are attracted to public sector unlike the private sector. Personally, I try to ignore the poor wages as much as money is important for survival. Such things as recognition or appreciation for good work done should have substituted for the poor wages but they are lacking” (Participant EE).
“These factors play major role, but I do not enjoy them in the public sector like I used to when I was in the private sector, however job security here is 100%, so that motivates me” (Participant GG).

7.8.6 EMPLOYEE PERFORMANCE

Employee performance was gauged based on three main themes i.e. organisational motivation strategies, required motivational strategies and recommendations to improve motivation. Table 7.33 below shows the detailed explanation about themes and patterns of employee performance.

<table>
<thead>
<tr>
<th>Category</th>
<th>Themes</th>
<th>Patterns</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Organisational motivation Strategies</td>
<td>Motivation Strategy in Practice</td>
<td>Yes (2)/No (6)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Personal Inspiration</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Formal Strategies</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promotion Process</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reward System</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reduction of bureaucracy</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Investment in New Technologies</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Employee Welfare</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Good working conditions</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training and Development</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Required Motivational Strategies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Recommendations to improve personal motivation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Working Environment</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Balanced Pay Structure</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Equality in Incentives</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training and Development</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recognition of hard work</td>
<td>3</td>
</tr>
</tbody>
</table>
When participants were inquired about organisational motivation strategies, majority stated that there are no strategies in practices, and they are working based on their personal motivation. As responded by participants:

“There is no motivation strategy, so nothing encourages my performance other than personal inspiration” (Participant GG).

“As mentioned earlier, I always try to give my best to every task even without expectation of rewards as I am sure it doesn’t exist here” (Participant JJ).

Participants suggested that there should be formal strategies for promotion and reward system. Promotion should not be based on favouritism and there should be reduction in bureaucracy. Moreover, there should be good working condition and investment required in modern technologies:

“There must be formal strategies for motivating the public sector employee; respect for the public sector employee, promotion process must be reviewed to avoid delays. There should be a good reward system that identifies professionalism and a job well done” (Participant AA).

“Reduction of bureaucratic process to getting things done and investing in better technologies that will make my job smoothly done” (Participant BB).

“Concern for employee welfare, good reward system and promotion must be based on performance not favouritism” (Participant CC).
Participants suggested that there should be good working environment, balance pay structure and equality in incentives. There should be recognition for hard work of employees. As mentioned by the participants:

“Employee and training development must be given priority” (Participant CC).

“Give me an environment to learn and grow and pay me what is commensurate to the present economic situation and I will commit my time and best” (Participant DD).

“Give me an environment to learn and grow and pay me what is commensurate to the present economic situation” (Participant HH).
CHAPTER EIGHT

8.0 Discussion, Conclusion and Recommendation

This chapter presents the discussion of findings presented in chapter 7, followed by conclusion. Recommendations were presented for improved employee motivation policy and practices in the Nigerian public sector, also for further research purposes.

8.1 INTRODUCTION

The application of the right motivation strategies has implications for employees’ performance; therefore, management of organisations are faced with challenges on how to develop and apply the right motivation strategies for employees (Machado and Davim, 2017). As earlier stated in this study, employee motivation in recent times has attracted significant attention, still available studies on employee motivational preferences has been ambiguous (Muslima et al. 2015). This is the impetus for this study that investigates employee motivation and its effect on employee performance in the Nigerian public sector.

The strength of this thesis therefore is based on the fact that it is the first to consider a broad application of motivation theories which no researcher has attempted especially in a context where the case study organisation (Nigerian public sector) has multicultural, multi-ethnic, multi-religious and pluralistic characteristics.

This research was conducted for the purpose of examining and understanding the relationship between employee motivation and incentives (financial and non-financial), organisational culture, leadership style, demographics, job variables and employee performance in the Nigerian public sector. To evaluate these variables, the research findings is based on reinforcement and instrumental theory, Maslow hierarchy of needs, Alderfer’s
ERG, McClelland’s three fundamental needs, Vrooms expectations, Locke goal theory, Herzberg two factor, McGregor theory X and theory Y motivation theories.

In the light of these, the researcher formulated and tested six hypotheses to answer the following research questions.

- Do financial incentives affect employee motivation in the Nigerian public sector?
- Do non-financial incentives affect employee motivation in the Nigerian public sector?
- Does organisational culture impact employee motivation in the Nigerian public sector?
- Does leadership style in any way influence employee motivation in the Nigerian public sector?
- Does employee motivation influence employee performance in the Nigerian public sector?
- Do demographic factors and job variable affect employee motivation in the Nigerian public sector?

The researcher identified a mix of quantitative and qualitative methods as appropriate approach to conduct the study. Questionnaire survey was employed to gather primary data and semi-structured interview as a supplementary technique to support information collected through questionnaire survey. Participants were drawn using the convenience sampling techniques and questionnaires were directly administered to participants by the researcher. Also, the interviews were directly conducted by the researcher. This enabled a deeper understanding and expression of the phenomena.
A review of existing studies on employee motivation was presented as well as an overview of the Nigerian public sector to provide understanding of the underlying issues with regards to the phenomena (employee motivation). The theories reviewed provided a well-defined foundation for managing employee motivation and offers a conceptual framework showing the relationship between financial and non-financial incentives, organisational culture, leadership style and employee motivation as well as how employee motivation affects the attitudes of employees to perform as expected.

This aided the researcher’s use of certain measurements: the quantitative data gathered was analysed using inferential statistical tools: Pearson’s correlation, ANOVA, Cronbach’s Alpha coefficient, One-sample Kolmogorov-Smirnov Test, KMO and Bartlett’s Test, Multicollinearity Test, and Levene Test, while the qualitative data was analysed using content analysis.

8.2 DISCUSSION
8.2.1 DEMOGRAPHIC FACTORS AND JOB VARIABLES EFFECT ON EMPLOYEE MOTIVATION
Investigation into general information such as age and gender (demographic), grade level and the length of employment (job variables) of the respondents in the Nigerian public sector were considered so as to examine if they have any significant relevance for employee motivation. Demographics demonstrate the diversity of organisations and form one of the significant divisions of the environment where organisations operate, likewise the foundation of changes that happen in organisations (Dess et al. 2010). Therefore, demographics and job variables were considered as intervening factors for the purpose of this study.
As mentioned in the research question of this study, this research endeavoured to find out if demographic factors and job variables affect employee motivation in the Nigerian public sector. Accordingly, the hypothesis below was assessed:

\[ H_1 \text{ Demographic factors and job variables have significant effect on employee motivation.} \]

To assess the above hypothesis, respondents’ demographics and job variables were requested in the questionnaire coded as A01 to A04. Respondents’ responses were statistically evaluated, and a summary of the analysis presented in Table 7.7.

**Demographics**

Cross sectional analysis of respondents’ demographics was carried out and it showed the percentage of males’ population across the distribution is higher than the female. The age range 29-50 revealed that the public sector has a high percentage capacity of active employee, especially when considering the retirement age of 60 as mentioned in chapter 2 of this study which deals with the culture of the Nigerian public sector.

Also, cross sectional analysis of respondents’ gender and age suggested that there is a higher number of males across the distribution both at junior and senior grade levels. Cross sectional analysis of respondents’ gender and length of employment also showed male dominance across the distribution. Respondents’ responses to cross sectional analysis of age and grade level made it clear that as employees age increases, very few get promoted to higher grade level.

Result from data analysis on demographic factors (age and gender) revealed that there was no relationship between the employees’ age and motivation. Empirical studies on motivation theories argue that there has been research on age as a factor of motivation,
but these reviews have regularly assumed age as a minor part or insignificant part of a variable that influences both the dependent and independent variable (Lunenburg, 2011).

Research that classify age as an independent factor generally do not make use of the structure suggested by theories of motivation (Mueller and Gopalakrishna, 2016). According to a meta-analysis, it was discovered that most age-related variables negatively affect employee motivation (Kooij et al. 2011). However, the results from this research upheld that age is insignificant when considering factors of motivation.

In contrast to age, the result of this study revealed there exists a significant relationship between gender and employee motivation through the demonstration of the level of gender equality and employment diversity in the sector. A cross sectional analysis of respondents’ gender and grade level (position) as shown in table 7.8, revealed that 79% of males are on grade level 14 which is very high compared to 21% of females. Likewise, the number of male officers in grade level 15 – 17 is 59% while females is 41%.

The same significant high difference was recorded in cross sectional analysis of respondents’ gender and length of employment. The difference is in accordance with societal desires for both genders where female employee happens to be diligent, clever, aspiring, aggressive and independent but placed in a position below a male based on gender inequality. There is a good possibility that her motivation will be affected as she may choose not to commit herself to work as a result of being stereotyped based on her gender.

In the course of the data gathering exercise for this research, the researcher discovered through observation that female employees pay less importance to their job. Some were approached for interview but their response was “I do not have time at the moment as I have personal issues to attend to”; I am less concerned about your research but how to
close early so I could attend to more important family issues”. These statements agree with literatures presented on the attachment of female employee to domestic responsibilities other than their jobs. The domestic responsibilities’ attachment of females especially in developing countries validates the societal desires for genders cited above where females are place below male irrespective of their diligence, aspiration, aggression, cleverness and independent ability.

Stated earlier in the literature chapter, according to a former Nigerian Civil Service Commissioner, “it is not my father’s work, work or no work, I must collect my pay” is a generally tagged epidemic referred to as the “Nigerian factor” (Ikeji et al. 2012), this approach to work was observed among female employees in the process of data gathering through their conduct especially responses to participate in the survey.

In any conventional group of Nigerians, it is stereotypically understood that the fundamental place for any female is the kitchen fending for the family meal satisfaction or at home as a full house wife and she is socialised into accepting her traditional role of raising children, and also keeping up with the welfare of the family. This study findings show that females are not in leadership positions, this result support the arguments from research that brands female as incompetent to be hired or given significant leadership role by employers because of their attachment to family responsibilities and welfare (e.g. Ngharen and Akogwu, 2017; Abegunde, 2014; Aja-Okojie, 2013; Abbas, Hameed and Waheed, 2011).

**Job Variables**

The result showed there is a significant relationship between job variables (length of employment and grade level) and employee motivation in the Nigerian public sector.
Analysis reveal that employees stay longer in the Nigerian public sector as shown in table 7.5, although the reason for the long length of employment of employees could not be ascertained if related in any way to factors such as lack of employment opportunities or job security in other economic sector in Nigeria. However, interview analysis revealed respondents’ satisfaction with regards to job security in the sector; it could therefore be concluded that job security is a motivation for employees’ longer years of active employment in this sector.

Also, on the account that promotion into higher grade level is based on years of employment and not on performance, any employee who see his/her work as a good starting point to a successful long career in the Nigerian public sector, works harder for longer years in the sector to attain a high grade level where certain financial and non-financial benefits are accrued. The above implies the determination and struggle of employees for a higher-grade level due to the financial and non-financial incentives accrued to higher grade levels. The benefits of a higher-grade level then become a motivation factor that is relevant for enhancing the attitude of employees to perform.

The result from this study is in consonance with the position of Barankay (2012) who suggested that financial and non-financial incentives attached to employee position (grade level) significantly affect the level of effort put to work and commitment of employees. Examples include discoveries during the interview sessions which revealed that provision for beverages are made for senior employees of the sector only, while lower grade level employees use personal money to buy whenever needed. Also, the availability of daily newspapers which is supposed to be to the benefit of the entire staff of every department is limited to these senior level employees.
The above argument and examples therefore suggested that employees in higher grade levels will probably be transactionally motivated in their job responsibilities than being job oriented (Joshy and Srilatha, 2011). Thus, transactional motivation may along these lines result in low level of employee performance especially when motivating factors such as financial and non-financial incentives are not proportionate with employee commitment and effort, but to job status (length of employment and grade level). Similarly, it is good to note that higher grade level at work is pride in the Nigerian societal culture and knowing one’s position (grade level) in the work environment gives some motivation which impact on employee performance (Bernstein and Xin Li, 2016).

Critically considering the results explained above, it is conspicuously evident that employees in the lower grade levels (GL1 – GL5) were not represented in the survey despite the fact that opportunity was given for every grade level representation. A point worthy of note as a result of this is what motivates this category of employees who chose not to participate in the survey especially in a situation and environment where employees from grade level 6 and above who participated in this survey are of the opinion that their incentives are not satisfactory.

If the results show that incentives (financial and non-financial) accrued to employees in the Nigerian public sector is not satisfactory, and proofs from literature on Herzberg two factor theory suggest that incentives motivate employee to perform better, although McGregor opposed this by saying incentives is a poor motivator, Maslow still hold that employees are motivated by meeting their basic needs which includes food, shelter etc. which can primarily be met by money. A major concern therefore will be what motivates employees between grade level 1 to 5 that comprise of cleaners, office assistants, office clerks, drivers
etc. whose financial and non-financial incentives will be very low compared to grade level 6 and above?

What motivates the cleaners that resumes work earlier than any other employee and stay till close of work to ensure the office environments are kept tidy and neat at all times? What motivates the office assistants that run errands for employees from grade level 6 and above? What motivates the office clerks that ensure movement of files from one department to another? What motivates the drivers that ensure logistics across the country for the public sector?

The results further showed there is moderate correlation between employee motivation and gender where $r = .532; p<0.000$), also job variables where $r = .539; p<0.000$, and length of employment where $r = .501; p<0.000$. The T-test showed the significance of the P value (sig. > 0.01) and confirms relationships between employee motivation and gender, length of employment and grade level. The results support hypothesis $H_1$ that demographic (gender) and job variable (grade level and length of employment) affect employee motivation.

8.2.2 FINANCIAL INCENTIVES EFFECT ON EMPLOYEE MOTIVATION

Investigation into financial incentives management in Nigerian public sector is one of this study’s objective. The research attempted to satisfy the study objective by asking if financial incentives affect employee motivation. Thus, the hypothesis below is assessed:

$H_2$ Financial incentives have significant effect on public sector employee motivation.

Respondents opinions were sorted to test the above hypothesis. Question regarding respondents’ incentives include: “I enjoy pay progression”. This was asked to test if employees enjoy constant progression in pay. The result revealed that 63.4% of the
respondents strongly agree in their opinion that they enjoy pay progression. However, further clarification during interview led to responses that contradict this assertion.

Participants compared their pay progression to inflation rate and report their displeasure. A respondent reported that “If pay progression is compared with the increasing inflation rate and what is obtainable in other sectors, even in some government parastatals or agency, my response is a capital NO. Although, money is not a major factor, every worker expects something commensurate to their effort” (Participant AA). In the same way another participant reported that “what I earn and announced increment over the years cannot handle my expenses. So, I am not happy. I work in same ministry where some staff on same cadre earn more than I do because of regulations involved in their establishment” (Participant CC).

To further clarify the role of financial incentives as one of the motivation factor respondents’ opinion on the question “I am rewarded financially for my good performance”. A participant report that “There are benefits but they are not reasonable compared to the current situation. These benefits have been the same over the years without any change or improvement” (Participant GG).

The question on how satisfactory employee current salary packages are was asked to buttress on the importance of financial incentives as a motivation factor. Quite higher percentage of respondents agree to have a satisfactory salary, however, the interview report revealed that the employees do not enjoy appropriate financial benefits for good work or task completed.
Participant AA, a senior staff between the grade level of 15 – 17 further clarified during interview that financial incentive plays a major role especially when considering the present level of inflation. He cited a situation where government increased employees’ salary, but the increment was still unable to meet up with the level of his needs which includes accommodation in the federal capital where he works, children school fees and general goods and services needed (these are basic psychological needs contained in the motivation theory of Abraham Maslow).

He emphasised the fact that his current salary and allowances cannot meet up with his demands due to the current economic meltdown and the government does not consider this factor in fixing any increment to incentives. He further cited an example where an employee on his position earns less than N100,000 monthly, and the government announced an increment of 10%. In response to the increment, schools, house owners (landlords) and sellers of goods and services will increase prices in the same proportion thereby rendering the increase useless.

He emphasised further that the salary of employees on the same level with him could not comfortable pay rent and a single child’s school fees. Drawing from this employee report and others, is it clear that the public sector administration does not have a robust motivation approach through financial incentives. Many employees have turned into several other means of livelihood which includes converting government funds into personal use to meet their needs. Others have businesses that take the best of their time and commitment, they resume office and close at will. This has resulted to a high level of absenteeism in the federal service sector as employees need to seek other means of
meeting daily unsatisfied needs according to Maslow description of man as a wanting animal (Shahrawat, 2017).

“My medical benefits are satisfactory” and “My retirement benefits are very satisfactory” were statements used to collect respondents’ opinion with regards to level of satisfaction with regards to certain benefits. The highest percentage of the distribution are not satisfied with their medical benefits; just as the same highest percentage of respondents’ opinion showed that retirement benefits are not satisfactory. Participant DD humorously expressed his view during interview that the amount specified as medical benefits cannot treat headache let alone more of settling medical expenses for either the employee or the family of the employee that are legally covered within the medical benefits of employees by constitution.

“My leave allowance is satisfactory” was used to test respondents’ opinion with regards to leave allowance which is part of their remuneration package. 90.3% expressed their lack of satisfaction with regards to this question. To examine the total remuneration package accrued to an employee of the sector, “My remuneration package is fair compared to other sister ministries and agencies” was used to seek respondents’ opinion with regards to fairness of remuneration across ministries and grade levels. 82.5% of respondents disagree to this question. Respondents’ opinions emphasis the extent of inequality in the salary scale of the Nigerian public sector.

The findings from this research revealed certain salary satisfaction as well as dissatisfaction which generates mix reactions. Employees on higher grade level and those working in the parastatals and agencies controlled and supervised by the main ministries, where the salary scale is higher than the general payment structure (salary scale) of the public sector, enjoys
reasonable salary while others in the main ministry that controls the activities of the parastatals and agency clearly stated they do not enjoy good salary packages. A participant reported that “Yes, to a certain extent when compared to public sector standard, but when considering the law establishing parastatals created under ministry, it is discouraging to see someone on the same level earn so much more than I do” (Participant BB).

In the same direction, Participant CC reports that “What I earn and announced increment over the years cannot handle my expenses. So, I am not happy. I work in the same ministry where some staff on the same cadre earn more than I do because of regulations involved in their establishment”. The result revealed a major inequality in remuneration system in the Nigerian public sector as different salary scale structure exists within the public sector. This impacts negatively on employee motivation as clearly indicated in the data gathered as well as the interview responses analysed.

Participant CC, employee of the Federal Ministry of Health further commented during the interview session that employees working and on the same grade level in agencies operating under the main ministry earn better and higher financial incentives than those working in the main ministry who controls the operations of the agencies. The respondent asked the researcher how she would be expected to give the same level of commitment and professionalism to work when there is gross inequality in incentive system across the sector. This implies that the application of the equity theory of motivation is wanting in the sector as employees compare their inputs (efforts, experience, education, competence and skills) and outputs (incentives, grade levels, pay increases, recognition, promotion and other factors) with their colleagues within or outside their organisation (Hitt et al. 2012).
Review from the literature indicates that financial incentives are payment system or plans that are directly or indirectly connected to certain level of performance (Hariprasad and Ajith, 2017). This factor goes a long way to determine employee’s commitment and attitude to work. In support of this view, Dixit and Bhati (2012) argued that lack of attention to incentive packages pose a threat to employees’ commitment, productivity and performance.

Employees need adequate financial incentive plans to be proactively motivated with the right work attitude which increases performance (Armstrong, 2017). In the same view, Osibanjo et al. (2012) agree that employee performance is to a large extent influenced by the incentive plans the organisation puts into practice. The results confirmed that employee motivation can be improved if incentive plans put in place are proportionate to commitment to work.

The findings also showed that other financially based incentives such as medical allowances and retirement benefits are not satisfactory and the remuneration packages are unfair compared to other sectors, while at the same time, professional effort put into work by employees are not always recognised. Poor remuneration is also a major to the problem that affects employee motivation and negatively impacts commitment to work. The result show that the Nigerian public sector faces myriads of financial incentive problems that have made motivation of the sector employees ineffective.

The analysis further showed a significant correlation between employee motivation and financial incentives where \( r = .752; \ p<0.000 \), also the coefficients analysis show that incentives contribute towards employee’s motivation (\( \beta = .767, \ P <0.060 \)). This analysis implies that financial incentives are significantly contributing towards employee motivation,
and thus support the hypothesis $H_2$.

The results from this study are in agreement with past studies’ claim that there exists low productivity in the Nigerian public sector (Okeke et al. 2017), however, similar research suggest a boost in productivity if good financial incentives are provided to public sector employees (Tongo, 2011).

8.2.3 NON-FINANCIAL INCENTIVES EFFECT ON EMPLOYEE MOTIVATION

Investigation into non-financial incentives management in Nigerian public sector is second in this study objective. The research attempted to satisfy the study objective by asking if non-financial incentives affect employee motivation. Thus, the below hypothesis below stated:

$H_3$ Non-Financial incentives have significant effect on public sector employee motivation

Respondents’ opinions are sorted to clarify the above hypothesis. Question regarding respondents’ non-financial incentives include: “My professional effort is always recognised”. 100% of respondents disagree to the question in their opinion.

Participant CC reported that “Public sector promotion system is a disaster and not inspiring in any way at all. If an employee is fortunate to be among a team of professionals, the contribution of such employee is recognized and appreciated but this is within the team only……….., with my years of employment, I cannot clearly state any non-financial incentives I have enjoyed or heard my colleagues enjoyed”. The report is a clear pointer to the fact that the incentive policy of the Nigerian public sector does not appreciate the promotion and recognition of employees’ professional effort to work.
Also, it was asked if “Good performance is always rewarded with promotion”. Respondents were negative (strongly disagree) in their opinions. Participant AA validated this by reporting that “The promotion system in the public sector is not encouraging though. When an employee is due for promotion, he/she writes an exam and if successful, such employee will have to wait till there is a vacancy in the next level before moving up the ladder. That is not encouraging. This means there is no link between promotion strategies and good performance.

Furthermore, respondents gave 100% disagreement to the question on if their “Contribution to success is being rewarded with paid training”. Participant DD reported that “Training and development not something the public service pays much attention to. I pay for my development courses as other staffs do. Available local and overseas training are allocated by favouritism. Non-financial incentives do not apply here”.

The statement “Prizes or gift cards are rewards for good performance” was used to test respondents’ opinion with regards to non-financial incentives. The entire respondents’ distribution gave negative opinion to this question to prove they do not enjoy any such opportunity. Participant GG reported that “Good behaviour and successful completed task are not recognized. I do not enjoy any form of non-financial incentives”. These opinions from respondents clearly emphasis that good performances are not rewarded accordingly, likewise contribution to success is not adequately rewarded, not even with a gift of cards or paid training.

Expectancy theory argued against Hertzberg’s theory on the premise that organisations do not have an acceptable relationship between performance and reward. This theory is of the
assumption that employees will be motivated if they realise that incentives are directly tied to performance. The policies and regulations reviewed in chapter two of this study do not in any way mention such provision irrespective of the expectancy theory which upholds that there must be a strong relationship between employee performance and incentives, and employees with higher levels of performance should get proportionate incentives than those with less performance.

Participant AA further pointed to the fact that himself and other staffs resorted to making personal arrangement for the provision of beverages such as coffee, tea, biscuits, water and any other light refreshment they require at work due to the failure of the public sector system to recognise their grade levels as important to the system to require such insignificant item (“Here (the public sector) there is no recognition for your contribution if you are not in the senior grade level, there is nothing like breakfast or lunch provision, and personally I do not enjoy any non-financial incentives”). Participant BB buttressed on this and reported that “These are motivational tools which clearly show that my organisation cares about me and not just getting work done. Unfortunately, I have not really enjoyed these factors”:

According to the respondent, it is demotivating that beverages that look insignificant can be so important in motivating employees especially where the provision is made only for senior staff but other lower grade employees who earn less than the senior grade do not have the same opportunity. As much as there is no clean pipe borne water available within the ministry for drinking, provision of bottled water is made certain for senior grade employees in the departmental budget while lower grade employees depend on their little earnings to buy bottled water while on duty. This level of inequality which has created a
wide gap between the lower grade and the senior grade employees is discouraging according to the respondent and does not in any way motivate employees to give their total commitment to work or any task allocated to them.

The importance of the non-financial incentives on employees’ motivation had been given various degrees of considerations by pervious researchers. One could easily differentiate the approach of most of the motivation theories using the views on incentives as the key factors. For instance the Maslow theories could be said to have given much priority to the financial incentive as the major part of the factor of motivation, similarly McGregor theory X and Y emphasise on the carrot and stick approach, while Herzberg theories gave more attention to non-financial incentives by recognising the importance of the work environment and the factor that affects job satisfaction. Vroom’s expectancy theory of motivation also focused on employee expectation: that a worthwhile reward will follow effort. In supporting these various views, the finding from the study revealed that non-financial incentives also affect employee motivation in the Nigeria federal public services sector.

Further to the above, the results showed a weak correlation between employee motivation and incentives where \( r = .752; \ p < 0.000 \), also the coefficients analysis showed incentives contribute negatively towards employee’s motivation \( (\beta = .767, \ P < 0.060) \). This analysis implies non-financial incentives are contributing factor towards employee motivation, and thus support the hypothesis \((H_3)\). The results from this study is in agreement with past studies that suggest a boost in productivity if good incentives are provided to public sector employees (Tongo, 2011).
8.2.4 ORGANISATIONAL CULTURE EFFECT ON EMPLOYEE MOTIVATION

The research endeavours to find out if organisational culture affects employee motivation in the Nigerian public sector. Thus, the hypotheses below was formulated:

\[ H_4 \] Organisational cultures have significant effect on the motivation of the public sector employee.

The literature review stressed how related organisational environment and the traditional way of doing things in any organisation are to employee motivation. Culture expresses the values, underlying assumptions, expectations and definitions present in an organisation.

Therefore, to evaluate the impact of organisational culture on employee motivation, this research considered the policies, rules and regulations within which the Nigerian public sector operates. The policies and rules are the norms, expectations, underlying assumptions and values of the public sector as an organisation. To satisfy the statement from literature that culture shapes motivational values, respondents’ opinion were sorted. Statements asked to examine respondents’ opinion on organisational culture is if employees enjoy working for my ministries. 70.2% of respondents in their opinion agreed they enjoy working for their organisations (Table 7.12). The love for the organisation is expected to be a natural motivation for any employee to contribute significantly towards increasing its productivity.

Further assessment on if the work done by employee is interesting revealed 75.6% of respondents’ opinion supported that employees work is interesting while an insignificant 10.3% disagreed alongside 14.1% respondents who could not form an opinion. Although the percentage of respondents who disagreed and could not form an opinion seems insignificant compared to the percentage who agreed, it is still much of a concern that employees could be working in an organisation where the work they do on a daily basis is
not interesting especially when a significant percentage of participants report that they love working for their organisation.

The result did not cover the reason for this but response of Participant FF during interview on how interesting her job is suggested that example of those who do not find their job interesting are likely to be employees who have not been motivated due to situations such as discrimination between BSc degree and HND degree, a situation where an HND degree graduate with longer years of experience is made to report to a BSc degree graduate with less work experience. This has been a contemporary issue within the Nigerian public sector. Also, the result is traceable to employees at the entry level who may not be looking at developing a career in the sector but are looking for a starting point while they search for a better paid job opportunity.

Another question attempted to assess if employees enjoy satisfaction amidst the organisation policies, rules and regulations. 60.8% of the respondents gave positive opinion that their job is very satisfying. 14.7% of respondents have a contrary opinion. The relationship between these three questions seem to be directly proportional. Job satisfaction is most often a function of personal needs, expectation and the work environment. In the case of this research, the requirements for job satisfaction include comparatively higher salary, promotion opportunities, participative management, degree of independence, training and development and task variety (Armstrong, 2017).

The results could not satisfactorily certify the reason for the negative opinion of some respondents’, but it gave an insight into the need for a further study on why some employees do not enjoy working for their organisation nor have an interesting work which according to result ultimately affects their job satisfaction. Buttressing the likelihood of
participants’ negative opinion on the three questions above, it could be supported with the fact that motivational values differ for individuals depending on the culture of their work environment (Battistelli et al. 2013).

The literature review of this study put forward that most of the motivation problems faced by the Nigerian public sector today is traceable to the historical foundation of the establishment of the public service. The public sector organisational culture was established by the British colonial masters without option to the characteristics and necessities of the diverse Nigerian culture and the representatives of the culture (the employees). Separating the people from a public service that was expected to meet their basic needs would definitely separate their interest in such organisation.

“What I do is governed by formal procedures” is another organisational culture question considered. The total of 64.3% of respondents agree that what they do are governed by formal procedures. This confirms the relevance of formal procedures which could otherwise be referred to as bureaucracy, is a culture practiced in the Nigerian public sector. The insignificant 18.4% participants who disagree reveal the likely effect of the introduction of modern management approach to operations. The findings from table 7.14 showed there exists high levels of job satisfaction despite clear indication of the effect of employees being governed by formal procedures.

Also, since the organisation is governed by formal procedures, examination was done by asking if respondents organisation is grounded on formal rules for smooth running to reconcile the need for formal procedures. This item focused on assessing if the formal bureaucratic rules as contained in the policies, rules and regulations of federal government organisations are towards smooth running of the sector operations. According to analysis in
Figure 7.8, the 60.8% of respondents who agreed showed acceptability of the culture which may be attributed to the number of years of work experience or years of being in employment as a career officer, and possibly long years of practicing the same culture.

The survey asked if emphasis is placed on creating new job challenges. 37.1% agreed that it was. However, 33.9% of respondents found it difficult to make a decision while 29% of respondents disagreed. **Participant AA** reported that "None that I know of or have seen or read anywhere about formal written strategies. I just come to work and face same bureaucratic routine, no new challenges, innovation or improved work environment and that is it". This validates that there are no strategies available for employees in black and white format.

Considering this statement with the percentage of respondents who could not form any opinion and the percentage of respondents who disagree, it is evident that the right emphasis is not placed on creation of new job challenges. This also implies that most of the ministry in the Nigerian public sector may be running on their traditional way with regards to process and procedures, bureaucracy and other administrative bottle necks with little or no room for innovation and new challenges.

This kind of structure is largely recurring and a droning job routine as this study result revealed. Lack of new job challenges experienced in the public sector stifle innovation. Little or no provision is allowed at all for creativity. **Participant DD** reported during interview that since his employment in the Nigerian public sector, he has never been given opportunity to carry out a task professionally, but in the same old way things are done, even if it will take longer time for completion while there are better and faster ways to complete such a task.

The British government during colonisation of Nigeria developed a particular unified
command structure and system for the public sector which in the present stifle innovation and creativity. Most formal written forms of communication are still the same as were developed, memos and circulars still begins with the phrase "I am directed" ... hence, neither development nor creativity will be intentionally allowed in such a rigid system. Any endeavours at motivating employee through inclusive or participative management style and job variables framework remain a delusion.

This study findings revealed that emphasis is placed on staff commitment with 57.4% of respondents’ opinion on staff commitment as one of the cultures of the Nigerian public sector. Likewise, 65.1% of respondents are positive on further examination to assess if the culture of the organisation considers and treats workers as part of the organisation or as mere instruments of labour for the organisation. The shortcoming on allowing creativity is a pointer to analysis of the question of if “human resources development is a core value”. 67.9% of the respondents strongly disagree in their opinion. This implies human resource development is not given required priority by the sector administration.

Participant II reported that “as much as there are signs that employees are the engine of the public sector; the management doesn’t show commitment to motivation as important to employee performance”. Also, Participant GG reported that “in my opinion, greed won’t let that happen, they think of themselves only and what they will get. Employee is just like a machine to achieve management intentions”. This further confirms that core value in the ministry is not centred on human resource.

This study examined if promotion procedure considers employee performance. 68% of respondents agreed that performance is considered as part of promotion criteria in their
ministries. However, this is contrary to some respondents’ opinion during interview that “the promotion system in the public sector is not encouraging. When an employee is due for promotion, he/she writes an exam and if successful, such employee will have to wait till there is a vacancy in the next level before moving up the ladder” (Participant AA), also “Public sector promotion system is shambles, not inspiring at all” (Participant CC). Their opinion on promotion is linked to traditional appraisal techniques which is a common practice in the Nigerian public sector ministries.

As a result of the above, some employees of the Nigerian public sector who have been in active employment for long years might be by one means or another unsatisfied about the promotion process into higher grade levels and thereby become less productive. Participant DD, employee in the Federal Ministry of Education, expressed that he is demotivated to commit himself actively to excellent service because he has experienced so many situations that he has been denied promotion, oversea training and other financial incentives as a result of favouritism which is a major epidemic in the Nigerian public sector.

People get juicy positions or get promoted and climb the leadership ladder easily because of “who they know” and not on “what they know”. The respondent expressed his dissatisfaction based on the fact that he has been due for promotion after successfully passing the promotion examination and interview but could not move to the next position because there is limited space for that position, so he had to wait until another opportunity. The financial benefits accrued to the position also has been put on hold until he assumes the office. This situation negatively affects motivation as well as the performance of the respondent just like any other employee in the same situation.
To further clarify the impact of organisational culture on employee motivation through respondents’ opinions such as “the environment here is results oriented” were used. With 66.3% agreeing to the statement, respondents’ opinion shows that the public service environment is result-oriented irrespective of the government attitude to employee satisfaction; 78% of respondents agreed that efficient service delivery means success in the Nigerian public sector. Also, 78% of respondents feel much secured on their jobs and 78% of respondents agreed that clear competence is required from all employees.

The results proved that the documents containing the rules and regulation of the sector contain these motivating strategies but there is no leadership implementation. This is validated by Participant KK’s report that “The human resource department often holds sessions on job satisfaction and improvement strategies as a means of enhancing motivation.

They frequently hold meetings to discuss progress, the need for better commitment and what they are doing to motivate the team for better performance. This is normally communicated to employees”. Also, Participant LL reports that “They (leadership) always give us the assurance that we are important to the organisation and that they are committed to making us happy, so the organisation can make progress. They do ask questions relating to job satisfaction, pay and compensation and how these can be improved upon” From the responses, it is unfortunate that strategy implementation is a major obstacle to the application of strategies.

Further to the result above, there is a weak correlation between employee motivation and organisational culture where \( r = .821; \) \( p<0.000 \), also coefficients analysis shows that organisational culture contributes significantly and positively towards employee’s
motivation ($\beta = 3.300$, $P < 0.000$). This analysis implies organisational culture is a major contributing factor towards employee motivation, and thus support hypothesis ($H_4$).

To buttress on the results above, **Participant DD** reported that “Many employees do not even have a seat and table to do their work, talk more of required equipment, they come and play around till closing hour and close. I am sure the management is aware, but they do not seem to care, staff also takes it as it comes”. This shows that the larger part of the working equipment is out of date, similarly a large part of employees is not well prepared to confront current challenges, prompted by absence of adequate training as reported by **Participant GG**, “In my opinion, greed won’t let that happen, they think of themselves only and what they will get. Employee is just like a machine to achieve management intentions in an environment where no training investment is made on employee development”.

**Participant DD**, during the interview session, confirmed that employees in the agencies created under main federal ministries enjoy more professional and overseas training while others in the main ministry controlling their operations do not have such opportunity. This revealed that the level inequality also poses another threat to employee motivation. Training and development motivate employee and could enhance employee performance, however, where there is no, or inadequate training and development programmes as indicated in the results of this research. Employee motivation is impacted negatively.

Another major threat to employee motivation discovered during interview is recruitment practices which gave certain unqualified and less skilled individuals entry into the public service. Recruitment into the sector has come to be described as the ‘winner takes it all’ attitude where employment is backed up by the capacity to pay some amount of money.
Additionally, recruitment in some cases are subjected to where the applicant is connected to a top government official or national assembly. With recruitment tied to family relationships, closeness and mediocrity, the public sector to a great extent has disallowed a considerable number of those who should have been employed with the consequence that the majority of the individuals employed may not be naturally motivated because of absence of skills and technical know-how.

Further analysis done to test for the most important factor among all factors considered for this study, with the use of cross tabulation analysis revealed that organisational culture ranked first. A wider look at the concept of organisational culture with regards to this study revealed that it encapsulates the entire factors responsible for both individual and organisational productivity. The policies, rules and regulation documents of any organisation details out the norms (culture) of the organisation with regards to the business hierarchical and leadership structure, functions, operations, chain of command, incentives structure etc. Example of such document is the 1999 constitution of the Federal republic of Nigeria and the Nigeria Civil Service Handbook 1997; 2004; 2008 (Okeke-Uzodike and Subban, 2015).

The result of this study therefore considers organisational culture an important factor that affects every other factor responsible for the motivation of employee. The importance was validated in the correlation analysis where it poses a significant influence on motivation of employees. Also, Participant AA during interview reported that the influence of bureaucracy of the organisational culture negatively affects the work environment. Also, Participant CC reported that “There is nothing of such strategies like promotion, benefit or
motivation strategy. everything here with regards to structure, process, responsibilities, leadership approach is bureaucratic. No room for flexibility”.

The results above agree with Okafor (2014) who argued that the enforcement of effective public service, without giving much thought to its effects on the Nigerian traditional communities with their differing culture, norms, values, objectives, and authority, to a great extent represents the horde of issues facing the public sector. Similarly, the global business environment today does not allow managers to automatically assume that the motivational programs that work in one geographic location (culture) can be applied to another (Robbins and Coulter, 2017).

The federal government of Nigeria in identifying the significance of these issues facing the public sector, had in 1972 through the Udoji commission attempted to make the new style public service with a purpose; a public service that is geared towards the accomplishment of well-defined and expressed objectives, a public service whose performance can be measured and evaluated., a public service where solid performance in the accomplishment of pre-decided or organisational objectives and goals is the conditions for progression and not status, tribe, dialect or gender of the employee concerned... a public service that continually updates and keeps itself side by side of the most recent techniques and advances in public management (Okafor, 2014).

These philosophies were rarely permitted to happen before the initiation of the 1983 Dotun Philips Panel, the 1994 Ayida survey Panel, and the 2003 Obasanjo public sector re-organisation, all for the sake of public sector reforms. These endeavours at improving the public sector were aimed at developing exceptional management idea with accompanying standards, practices and tools for changing the idea from the domain of theory to the level
of practice, unfortunately, national adversity is strategy alterations and irregularities, which have been the most despicable aspect of management intentions (Okafor, 2014). To an impressive degree, these approach irregularities and misrepresentations exhibit difficulties and issues that affects the public sector employee motivation.

8.2.5 LEADERSHIP STYLE EFFECT ON EMPLOYEE MOTIVATION

This section of the research discusses the analysis of leadership style which was done based on employees’ opinion on how they are being led or managed. The effect of leadership style on employees’ motivation is one of the objectives of this study. Therefore, the hypothesis below was formulated:

*H₅ Leadership styles have significant effect on public sector employee motivation*

Evaluating the above hypothesis, questionnaire items included leadership approaches in terms of communication of performances expectation to the employees, allowing employees to participate in decision making process, seeking the opinion of the employees on important organisation issues, giving opportunity to employees to use their initiatives on responsibilities, permit subordinates absolute ownership of any project directly involved, constantly delegating tasks, showing appreciation to subordinates, and the approach of monitoring and control.

Despite the importance of leadership style on employee motivation as mentioned earlier in the study, the currently situation in the Nigerian public sector according to this study results revealed that the leadership style does not support good relationship between the leaders and the subordinate with regard to task delivery, team work, empowerment etc. The effect of leadership style on motivation with regards to employees’ involvement in decision
making as examined through one of the items (My superior always allow me to participate in decision making) showed that 48.3% of respondents gave negative opinion while 30% could not give any opinion.

In a further test of employee’s involvement in decision making from problem solving perspectives, 35.6% gave a negative opinion while 25.2% were unable to give any opinion. The combination of both percentages is quite high. Considering both questions, there is a clear suggestion that the advice of the respondents are hardly sought by the superiors even when things go wrong in the ministries. To validate the feelings of respondents towards the question being asked, Participant AA reported “Well, I will say it is more bureaucratic in nature. We take each day and scenario as it comes. Most times I have to ignore any leadership role and do what I have to do”. Also, Participant KK reported that the approach of leadership to employee participation in decision making “is bureaucratic in nature and very strict....”.

Another item on how employees are being led focused on if superiors allow employees to take ownership of any project they are directly involved. 48.1% of the respondents opined that they are not given required free hand and authority to take charge of tasks allocated to them. This confirms participant KK’s report during interview session that since his employment in the Nigerian public sector, he has never been given opportunity to carry out any task professionally but it has been in the same old way his direct boss wanted things to be done, even if it would take longer time for completion when there were better and faster ways to complete such tasks.

The above is a confirmation on how superiors closely monitor employees to ensure tasks are performed. 49.5% of respondents’ opinion attested to this. A clear indication that there
is a close monitoring and control system point to the fact that employees are not encouraged to use their initiative for task delivery but the strictly ‘play by the rule’ approach is the order of the day.

Respondent opinion on whether their superiors give listening ears to their concerns was also tested, 33.1% opined that their superior do not listen to their concerns while 34% could not make any opinion. The addition of both percentages approved that the subordinates’ concerns, especially the lower grade employees are not considered, neither is their opinion sought while their good performance on the job are not appreciated.

Furthermore, survey into whether employees are applauded by superiors as appreciation or reward for good job performed showed that the Nigerian public sector leadership do not recognise employees’ contribution to success. 33.6% gave negative opinion to the question while 44.3% could not give any opinion. The addition of both percentages showed the degree at which superiors ignore subordinate suggestions, it also showed that there are no opportunities for subordinate employees to express their views or make contributions.

Another major issue with motivation of public sector employee motivation evolves around the quality of leadership as revealed in this study results. Some employees in the senior grade level got in their positions through length of employment and favoured promotions, which came as a result of their relationship or connection with highly placed public servants. Promotion in the Nigerian public sector as revealed through the results of this study has not been performance driven.

The outcome of such act of favouritism could be explained through Peters’ principle which states that employees only stop being promoted once they can no longer discharge their duties effectively and efficiently, and such employees (leaders) rise to the level of their
incompetence (Dalcher, 2017). These departmental heads as well as head of ministries are promoted to their levels of incompetence; subsequently, developing motivational approaches are neither adequately understood nor valued. Non-acknowledgment of excellence reduces determination, confidence, reproducing indiscipline and impacting negatively on employee motivation as has been the case of the Nigerian public sector.

Further to the result above, there is a weak but significant correlation between employee motivation and leadership style where \( r = .773; p < 0.000 \), also the coefficient analysis show that leadership style contributes significantly and positively towards employee motivation \( (\beta = 1.278, p < 0.000) \). This analysis implies leadership style is a contributing factor towards employee motivation, and thus support hypothesis H₅.

In conclusion to the result, respondents’ opinion supports that leadership as a management strategy is still a central issue in public service, individuals, scholars, and professionals still agree on a similar point of the relevance of leadership style to the efficiency and effectiveness of public sector (Kasim, 2013). The recent attention to the importance of public sector leadership is even set to grow further in the future.

8.2.6 EMPLOYEE MOTIVATION IMPACT ON EMPLOYEE PERFORMANCE

Investigation into how employee motivation affects employee performance is a factor that was considered as an objective in this research. Respondents’ opinion through survey was employed to answer the research question which sought to test if employee motivation influence employee performance. The hypothesis below was formulated:

\[ H₆ \text{ Employee motivation has significant relationship with employee performance.} \]
Certain questions were considered in order to answer the research question and satisfy the above hypothesis. Respondents were asked if factors such as pay affect their attitude to perform as expected. 43.8% of the respondents’ distribution said they affects their performance negatively while 29.7 opined that they do not in any way and 26.4 opined they do positively. This is an indication of the level of importance pay plays as one of the instruments of motivation in the Nigerian public sector. Respondents’ report revealed that failure to give attention to pay has a negative effect on employees’ attitude to performance.

The survey also tests if leave allowance has a negative or positive influence on employee attitude and feelings towards their performance. 45.6% of respondents reported a negative influence on their performance while 34% said it does not have any influence, and 20.3% reported it has a positive impact. This confirm the importance of leave allowances as a relevant motivation instrument and further emphasises the relevance of motivation theory like that of Abraham Maslow in the performance improvement of employees in the government establishment in Nigeria. Along the same line, 47.2% of respondents reported that medical allowance affects their attitude to perform negatively; also 39.4% reported that pension benefits have a negative influence on their performance.

The above implies that medical, leave, and pension allowances as part of the remuneration package (financial incentive) in the Nigerian public sector have a direct negative impact on the attitude of employees towards performance. 

Participant GG reported in support of this that “there is no motivation strategy, so nothing encourages my performance other than personal inspiration”. Also, participant JJ reported that “as mentioned earlier, I always try to give my best to every task even without expectation of rewards as I am sure it doesn’t exist here”.

[281]
Vroom’s theory of motivation argued the relationship between motivation factors and employees’ performance. The model focused on the expectation of employees on rewards and its effects on efforts. Based on this view, the type of reward system in an organisation can positively gear up efforts and attitudes of employees towards performance or pose a negative effect on their performances where they are not satisfactory. Sequel to respondents’ opinion, the reward system with regards to pay and allowances as mentioned above does not in any way motivate employees in the Nigerian public sector and have a negative impact on the attitude of employees towards performance.

Further instruments such as promotion and training which are non-financial incentives were used to test the impact of employee motivation on employee performance. 59.3% of the respondents opined that these non-financial incentives have negative influence on their performance. Approximately 50% of respondents’ opinion suggest that the public sector promotion structure is bureaucratic, and it negatively affect their performance. “Public sector promotion system is shambles, not inspiring at all… (Participant CC). Also, participant GG reported that ‘promotion system is not based on work or task accomplished nor growth but on favouritism. Good behaviour and completed task are not recognized. I do not enjoy any form of non-financial incentives”.

Also, participants AA during interview reported on the demotivating promotion approaches. Employees are subject to a bureaucratic system where they must write an exam and attend an interview to be eligible for promotion against a performance driven promotion approach. Even when such process is successful, employees are still not automatically promoted to the next grade level due to several bureaucratic processes and selfishness of some superior officers who work hard to ensure close relatives, friends etc.
are considered first in the process even where such favourites are not successful through the process. Corrupt ways are employed to ensure those favourites are slotted into the list while genuinely qualified employees are removed. This is one of the reasons promotion procedures are judged to affect employees’ attitude to performance as well as motivation.

More so, as important as training and development is to employee, attention or treatment given to it as part of non-financial incentive does not encourage employees’ attitude towards improved performance. According to the question raised to assess the relevance of training and development plan, as well as progress to employee performance, 44.8% of respondents opined that employee training and development plan and progress have not been given any good attention. It was discovered during interview sessions that criteria for training is not based on employee developmental needs. Participant DD reported that “training and development not something the public service pays much attention to. I pay for my development courses as other staffs do. Available local and overseas training are allocated by favouritism. Non-financial incentives do not apply here”.

Trainings are scheduled according to favouritism “promotion system is not based on work or task accomplished nor growth but on favouritism. Good behaviour and completed task are not recognized. I do not enjoy any form of non-financial incentives” (Participant GG). Also, is it most often based on the financial benefit (“estacode” which is a form of travel allowance given to government officials when they travel outside their primary assignment location for official training or other activities) that comes to the beneficiary which the human resource officer in charge of staff training benefits from as appreciation. This, according to the respondent, is one of the ways to make extra cash to meet up personal financial needs employee regular incentives could not handle. The respondent reported further that she
has seen situations where people are sent for training that do not benefit their development and responsibilities in any way.

The above opinions draw attention to the fact that non-financial incentive has not been given adequate priority in any way. The outcome of this is the birth of employee negative attitude towards performance. Mentioned earlier in the study, employees expressed concern on very little things such as provision of beverages to all staffs that is presently limited to the senior level officers. The level of inequality negatively influences employee attitude and feelings towards improving performance especially in a situation where subordinates who earn less salaries are made to buy beverages and water needed during official working hours. The above explanation showed that non-financial incentives are reported by the employees in the Nigerian public sector as an important motivation instrument that has a major influence on their attitude to perform better.

To further test the impact of motivation on employee performance, other key instrument such as public sector culture (policies, rules and regulations) which according to participants’ report showed that it is more favourable to the government than employees was considered. 42.9% of respondents’ opinion showed that it has a negative influence on their work and performance. Public sector policies on staff responsibilities has a negative impact with 36.4% respondents’ opinion and the work environment in the Nigerian public sector also negatively impacts employee attitude to perform as expected with 36.1% of respondent report.

**Participant DD** reported that most employees come to work without a proper portfolio, a table, chair, computer or any other equipment required to work. According to the respondent, this reason is also responsible for the ever-increasing absenteeism in the sector
as there are more than the needed number of employees for a particular role and responsibility; so, no arrangement is in place to accommodate the number of employees available. A work environment without proper tools pose a major threat to commitment to work which translates to affect employees’ motivation and thereby impacts negatively on employees’ attitude to performance.

Test on the relevance of the way employees are treated by the management team saw 30.9% of respondents’ reporting improper treatment by management team of the public sector. This percentage aligns with the opinion of respondents on how certain leadership styles affect their motivation (figure 7.30, 7.41, 7.42, 7.47). Also, table 7.49 and figure 7.39, validated by participant AA, CC, KK and EE confirmed of a bureaucratic leadership approach as the predominant leadership style.

Though one could not rule out the advent of the transactional leadership style which is beginning to emerge due to change in various government initiatives that currently attract the modern and progressive leadership approach experienced in some parastatals within the Nigerian public sector. This style is capable of driving productivity and efficiency in the sector. This view is supported by the 25.4% of the respondents who opined that their manager’s leadership style could be said to be transactional. Testing the relevance of departmental heads leadership style effect on employee performance, 51% of respondents’ opinion suggest that the style of leadership has a negative effect on employees’ attitude to perform.

The above confirmed that motivation influence the attitudes and feelings of employee towards improved and expected performance. The research results demonstrate a significant relationship between employee motivation and employee performance.
(Trivellasa et al. 2015), although it is not always a constant result since happy employees are not necessarily performing employees.

This is partly because employee performance could be a function of other instruments such as skill, expertise and level of technology. For instance, the findings from this study revealed that financial and non-financial incentives remain one of the key motivating factors in the Nigerian public sector, but it was reported by participants that the factor has negative influence on the attitude of employees towards improved performance.

The reason for this is the fact that the incentives system according to employees’ opinion does not in any way meet their economic needs. Similarly, leave allowances, medical allowance and pension benefit which are all form of financial incentives is responsible for the attitudes of employees to perform below expectation. Further to the result above, there is significant correlation between employee motivation and performance of employees where \( r = .805; \ p<0.000 \), also the coefficient analysis showed the value of employee performance is \( (\beta = .565, \ p<0.020) \), i.e. employee motivation contributes significantly positive towards employee performance. The result provide support for hypothesis H6.

Participants report on the impact of motivation on the attitude of employee towards performance confirmed that employee motivation in the Nigerian public sector affects the attitudes and feelings of employee towards the expected level of performance negatively. This agrees with that fact that motivation irrespective of the fact that it can be individually or externally driven must be towards enhancing employee performance (Ketkar and Sett, 2010).

The public sector therefore should focus on how to get the best out of their employees and this according to opinions above suggest that attention should be given to incentives
(financial and non-financials), leadership and the environment (culture). Organisations should give a framework which enhanced level of employee motivation can be realised by offering incentives, rewards satiating workplace, and opportunities for training and development. Essentially, leaders have an important part to play in employing their inspiring abilities to motivate employees to put forth strong effort and to make great utilisation of the motivational strategies provided (Ogbodu, 2017).

8.2.7 EMPLOYEE MOTIVATION IN THE NIGERIAN PUBLIC SECTOR

The summation of the findings on the motivation of employees in the Nigerian federal public sector is that employees are not adequately motivated, and they are not very happy on their job. Employees were asked if they feel empowered doing their job? 49.1% of respondents’ opinion (table 7.70) suggested they do not feel empowered “My inspiration is personal, especially where there is no empowerment, I try to ignore the situation around and do what I am employed for” (Participant HH). This is a resulting effect of lack of enabling environment as earlier highlighted in the respondents’ opinion that the right tools needed should be provided, and right leadership where professionalism and employee initiatives are respected in the delivery of tasks.

In addition, the multiplier effect of the lack of motivation discourages employees to even spend more time or to give extra effort in pursuing tasks to completion. This is emphasised by 52.6% of respondents’ disagreement to spending extra time to complete tasks, 44% were unable to make an opinion and only 3.5% of respondents agreed to this question. This wide margin in respondents’ opinion confirms the earlier discussed effect of employee motivation on the attitude of employee towards performance. Where employee lacks motivation, commitment to work is drastically reduced and employee performance is
negatively impacted. Innovation and productivities which are borne out of employees’
willness, happiness and motivation are seen to be under serious concern as far as the
interpretation of the respondents’ opinion revealed.

More so, the employee reviewing system which supposed to appraise employee’s
effectiveness are not fashioned towards contributing to the employees’ effectiveness on
their job. 62.2% of respondents approved that employee-review system does not
contributes to their effectiveness on their job. Employee-review system as a form of
appraisal should assess employee on their effectiveness so as to make recommendations on
areas for training and development. A work environment where employee appraisal is
focused on witch-hunting employees rather than developing them would will slow down
development and affected employee would be demotivated.

Furthermore, 51.9% of respondents in their opinion disapprove that job procedure, policies
and processes allow them to make decision and plan how to carry out tasks. This implies
that employees’ contribution in decision making process and on how task is delivered is not
allowed nor encouraged. Through this, innovation and use of employees’ initiatives are
hampered and a significant influence will be on the commitment and attitude of employee
to work. A work environment where bureaucracy takes the center play in all work-related
activities as well as relationship hinders employee motivation.

The opinion of 36.1% of respondents showed that their work environment does not have
any personal meaning for their commitment, this means that the public sector of Nigeria do
not create enabling environment for employees to discharge their duty like employees who
are performance driven. A friendly work environment where policies, rules and regulations
consider employees’ excitement to work reduces absenteeism and improves commitment
towards motivation and performance.

In the same direction, 71.9% of respondents reported that the leadership team of the public
sector ministries does not support and care about employees’ development plan and
progress. This opinion agrees with earlier discussed opinion on the administration attitude
to training and development which does not take into consideration employee
development driven training. This results in a negative effect on motivation especially
where the importance of employees training, and personal development plan are not aimed
at during appraisal process nor considered as one of the valuable tools for employee
motivation.

The opinion of 73.4% of respondents showed that promotion procedure is not fair and
progressive. At the same time, it is not performance driven because it is based on length of
employment and years of experience. Participant GG reported that “promotion system is not
based on work or task accomplished nor growth but on favouritism. Good behaviour and
completed task are not recognised. I do not enjoy any form of non-financial incentives”.

More participants were asked about motivations and feelings at work. Besides lack of
support (infrastructure) and feelings exhausted at work, participants contribute best of their
ability according to one of the opinions that stated that “I cannot say categorically that I am
motivated or not, but I have a job and I must do it to the best of my ability” (Participant AA);
“with regards to how thing have been, I am not motivated at all. I do not see motivation in
relation to money as many does but I see it as satisfying those little things that seem does not
matter” (Participant DD); “I really do not have an answer on if I’m motivated based on the
situation around here and the few I have mentioned” (Participant CC). Employees are hardly motivated under this kind of system that does not encourage fair and progressive promotion.

8.2.8 IMPLICATION OF WESTERN MOTIVATION THEORIES FOR NIGERIAN PUBLIC SECTOR

While considering the application of motivation theories to the Nigerian public sector, it was discovered that one of the most important desire of most employees is to stay within the scope of satisfying the lower-level needs, as indicated by Maslow’s hierarchy of needs. In any case, to individuals who have zero chance of climbing high on their career, the fulfilment of their essential needs may mean achievement. This is not a logical inconsistency of Maslow in the light of the fact that he was constant with his argument that when one level of need is fulfilled, another need will emerge. This process of human unending wants keeps recycling until all needs are met.

Hertzberg’s argument that financial incentives can be consistently employed as a motivator is very pertinent in this result from this study. Hertzberg argued that if employees are paid fair wages, constant increase to their pay would motivate and enhance their performance. The result from this study confirmed that the current incentives (financial and non-financial) of the Nigerian public sector employees is not satisfactory. A summary of the results validates that accumulation of wealth is a type of achievement for most Nigerian public sector employees because money can be referred to as the only major satisfaction to basic physiological needs. Money (financial incentives) also satisfies egoistic needs as Nigerians believe it a proof of status in the society, demonstrating a peak of life accomplishment.
Hertzberg’s theory further argued that financial incentives demotivate employees rather than motivate and have insignificant possibility of motivating employees to performance.

Expectancy theory argued against Hertzberg’s theory on the premise that organisations do not have acceptable relationship between performance and reward. There is certainty that if employees see that their financial and non-financial incentives are related to their performance, financial and non-financial incentives will be a motivator for employee. Although the result showed there is no performance related reward in the sector under review, the expectancy theory upholds that there must be a strong relationship between employee performance and financial and non-financial incentives, and employees with higher level of performance should get proportionate incentives than those with lesser performance.

The McClelland theory is related to the Nigerian public sector organisation on the grounds that the assumptions are exceptionally comprehensive. Employees who show “need to achieve” attributes are very much present in every culture. The major issue is the application of this theory as most ‘need to achieve’ individuals are internally motivated. This is reflected in the description of the Nigerian culture in the chapter two of this research work. What motivates a Yoruba employee is different from what motivates an Ibo employee and the same applies to a Hausa employee because their preferences differ according to their culture. The same preferences are applicable to the culture of the Nigerian public sector.

The key independent variable drawn from reinforcement theory assumes that a fascinating outcome for an employee conduct will improve the probability of that conduct being repeated. In this case, the fascinating outcome may be incentives (financial or non-
financial). The instrumentality theory assumes that employees only work for incentives. In the case of the Nigerian public sector, to achieve the basic needs of employees as highlighted in Maslow’s hierarchy of needs theory, incentives become a key factor.

Herzberg two factor theory; hygiene factors which are incentives (financial and non-financial), job security, working conditions, company policy and administration, job status, environment, interpersonal relations, environment (organisational culture), quality of supervision (leadership style), and motivation factors which are having a sense of achievement and recognition, responsibility, growth, nature of work. McClelland’s theory that focuses on high need for affiliation, achievement and influence that can be enhanced through establishing relationships at work environment.

Locke’s goal setting theory assumption that is based on feedback as a motivation for a repeated action. Vroom expectancy theory that assume the use of effort, value of rewards, performance, abilities and role perception. The assumption of theory X and theory Y that leadership style plays a major role in the way employees commit to tasks and how they are motivated to discharge responsibilities. These models all together implies that performance is determined by employee’s personal abilities and understanding of roles, as well as by the constraints in the environment. These models also in summary suggests the relationship between incentives (financial and non-financial), organisational culture, leadership style and employee motivation.

Also, the models suggest how the relationship between these factors translates to play a major impact on employee performance. These models have been developed to show that preferences in factors of motivation vary according to these theories. The application of these motivation theories to the Nigerian public sector has reemphasise the importance of
motivation in modern day organisation. A significant point worthy of note is the gap that exist in most of the models cited above, they all address employee motivation from a general point of view using the Western environment where they were developed as focus and basis of assumption. Therefore, a major concern is on the best model to adopt out of the available ones.

For the purpose of this research, the model developed focus on the reinforcement theory assumption that people are guided with such opinion that certain actions help to achieve goals while other actions does not. The study framework likewise focuses on needs theory that is dependent on the five hierarchies of needs: physiological, safety, social esteem, self-fulfilment; existence, relatedness and growth; and the managers fundamental needs: achievement, affiliation and power.

The research model also focus on process theory which explain that a worthwhile reward follows effort; Goals theory which opined that agreed goals and constant feedback are important factors of motivation; Social learning theory that lays emphasis on the importance of psychological factors, in particular expectancies about the value of goal and the individual’s ability to achieve them; the two factor model that focus on factors that affect job satisfaction, and general approaches to motivation; and the theory X with the view that people must be compelled into performing any assignment and theory Y with the view that people will naturally exercise self-direction in performing any assignment to which they are committed.

The relevance of the above theories has been validated in the result explained in this chapter where respondents’ opinion clearly demonstrates the extent of motivation in the
Nigerian public sector as a result of the sector framework that fails to rightly motivate employees towards improved performance.

8.3 CONCLUSION

The empirical outcomes from this research led to significant conclusions that can be made within the objectives of the study. Foremost, the results and discussions above confirm the relevance of the Western theories of motivation to the Nigerian public sector and that there are strong indications of the relationships between financial and non-financial incentives, organisational culture, leadership style and employee motivation. Also, there are significant relationships between employee motivation and employee performances in the Nigerian public sector.

Motivation of employees is one of the major issues facing organisations, likewise the effect of motivated or demotivated employees on the expected performances of employees. Incentives (financial and non-financial), Organisational Culture, Involvement of Employees, Employee Management, Relationships (Leadership style) are key factors that motivate employee towards enhanced performance (Chintaloo and Mahadeo, 2013). Along these lines, this topic becomes absolutely significant for management of organisations especially public sector as studies have shown that the success of an organisation is reliant upon its employees’ attitude to perform towards the achievement of the organisation’s objectives.

To examine factors affecting employee motivation in the Nigerian public sector, this research utilised the content theories (Maslow’s hierarchy of needs, McClelland’s acquired needs, Herzberg’s two factor theory and Alderfer’s ERG theory) and process theories (Adam’s equity theory, Vroom’s expectancy theory and Locke’s goal setting theory) of
motivation to draw understanding on the relationship between behaviours and outcomes. Considering these theories and contingency based research, a conceptual framework was developed to investigate the effect of financial and non-financial incentives, organisational culture and leadership style on employee motivation in the Nigerian public sector and the impact on employee performance.

As prior investigations have been carried out in developed countries, the result from the study support and added new information to the body of literature. It further contributes to the understanding of the relevance of Western developed theories of motivation to the Nigerian public sector, and in addition to the influence of the traditional variables mentioned and investigated.

Evidence from this study can assist in convincing public sector management of the need to have a better understanding of their employee and their motivation preferences. Like many countries public sector, the Nigerian public sector is experiencing changes in approach to work and better management of employees, and hence, the public service administration ought to be very much aware of the constantly changing employee needs with a specific end goal to satisfy them, thereby sustaining a motivated workforce with enhanced performance.

The findings from this study established that there are significant links between demographic factors (age and gender), job variables (grade level and length of employment) and employee motivation. Revealed through the review of the history, policies, rules and regulations contained in the handbook of the public sector (considered in this study as organisational culture), there is a strong dependence on the bureaucratic public sector structure and processes which was originated under the British colonial rule, and these
rules remain largely unchanged. Grade levels and length of employment in the public sector determine the incentives, remuneration package and promotion.

A noteworthy discovery from this study is the understanding of the dimensions of organisational culture, how it encapsulates factors such as incentives (financial and non-financial) and leadership styles responsible employee motivation, and also how it influences management and administration processes as well as employee behaviour. Non-flexibility of the bureaucratic culture of the public sector influences the functions of all other variables considered in this study. Organisational culture impacts financial and non-financial incentives as the study revealed that higher grade level and longer years of service attract higher incentives. Longer years of employment determine promotion into higher grade levels, and they determine pay progression and closeness to leadership position.

Drawing from the outcome of the study therefore, it was established that motivational preferences differ by individual factors, grade level (position), length of employment, gender, and culture as related to particular social settings. As literature emphasise that what motivates in a particular location cannot motivate in another, the results show that what motivates a particular gender cannot possibly motivate the opposite gender, especially as shown in the Nigerian public sector where majority of women still attach much significance to family than career. What motivates a higher-grade level employee may not motivate a lower level employee, and the expectation of an employee with much longer employment years will be different from that of a newly recruited employee or employee with shorter working years.

Although there is no leadership approach that applies to all situations in an organisation, the hierarchical structure of the organisation, workflow and processes, reporting lines etc.
are all detailed in the policy document of organisations which can clearly be called the doctrines (culture) of the organisation. Leadership approach that will align with the vision and mission of the organisation can be developed through the culture. Based on this therefore, the rightly chosen leadership style in line with the preferences mentioned above will go a long way to improve employees’ motivation in the sector.

In summary, the findings from this research revealed the dominance of organisational culture to the significance of gender (demographic), length of employment and grade level (job variables), financial and non-financial incentives and leadership style to employee motivation. The accompanying conclusion can be drawn that as material, social, and esteem needs are not properly attended to by the Nigerian public sector administration, these necessities have re-emerged as most critical factors to the employees’ motivation. A significant motivation strategy in the sector therefore depends on the development of a robust organisational culture that considers satisfactory incentives as well as a contemporary leadership style that motivates employees.

This study result underpins the contingency-based perspective (Mushtaq, 2014) that there is no particular "suitable" method to motivate employees. Rather, public sector management should consider different cultural, social and individual preferences. Consequently, contemporary theories of motivation help to explain the meaning of motivation in clearer terms; none can be considered superior to another on the grounds that they all serve as different approaches to similar goals (Robbins and Coulter, 2017).

For instance, summation from the literature review indicated that there is no universal leadership style which is suitable to every situation in organisations at all times, hence it was established that the right leadership styles must be linked with the management
approach and integrated with the organisation’s aims and objectives to improve employees’ performance. Therefore, public sector organisations must consider this distinction since the 21st century expects organisations to be advanced in planning and outlining motivational strategies to accommodate the needs of employees.

Conclusively, organisation best fit asset has been argued over time to be the employees. Motivated employees give an efficient workforce with enhanced employees performance and on the other hand, de-motivated employees result in inefficient workforce and that have an adverse consequence on the employees’ performance. Similar studies in this regard have been conducted in developed countries without attention to developing countries; this research attempted and addressed this gap by investigating factors that affect employees’ motivation in Nigeria, a developing country and how the effect impacts on the employees’ performance. Like many developing countries, the Nigerian federal public sector is undergoing so many changes due to constant changes and development in economy, technology, social etc. Therefore, it is imperative for the authorities to be well informed of how these changes impact on employees needs in order to make efforts to meet them, thereby maintaining a motivated workforce.

8.4 RECOMMENDATION

Based on the conclusion through which the various variables considered in this study had been linked to motivation and motivation linked to performance of employees in the Nigerian public sector, the research therefore suggests the following recommendations:

- Most importantly, a major reform necessary to improve the federal public sector in Nigeria is the organisational culture. Since the processes, structures, policies and
regulations guiding the activity of the sector is encapsulated in the organisational culture there need to be review doctrines linking incentives (financial and non-financial) to grade level and years of employment.

The above implies the government needs to critically examine incentives as part of employees motivating factors in all the government ministries. A review of the current incentives to match the current economic and inflation demands is important. Employee basic needs which includes food, shelter, security etc., were ranked important through the survey by participants and therefore should be given keen attention. Likewise, equality of wages and salaries scale should be reconsidered to ensure unification of scale across ministries and parastatals.

- There should be formal performance-based strategy for promotion and employee development. In order words, training should be towards professional needs and development of existing human resource skills and ability. Promotion should be performance driven rather than driven by year of employments and favouritism. In addition, the public sector’s authority should strive to create a learning environment to encourage employees’ development that have directly impact on employee motivation and consequently on employee performance.

- Government as the main employer in the public sector should create enabling work environment where required tools are available. Infrastructures and machineries are required to compete in the developing century. Provision of required technological tools for enhancing employee performance should encourage professionalism, where employees are encouraged and allowed to use their initiatives when performing task as an alternative to bureaucratic ways of dictating task implementation and delivery.
Employee professional investment in completion of tasks should be given better priority and employees contribution should be seen as their commitment and involvement as a part of the organisation and not as mere factor of production.

- Leadership in the public sector should encourage employees’ participation in decision making process, task planning and delivery, also promote two-way communication (top down and bottom up). The public sector leadership approach should be towards a more transformational leadership style where efforts can be made to manage a framework for building human capacity by distinguishing and creating core values and bringing together reasons, releasing human potential and producing expanded competence, developing leadership and successful subordinates, using interaction-focused organisational plan, and developing interconnectedness.

- Efforts should be devoted to the expectancy theory of motivation where employees expect that what they get in return for their input (commitment, professionalism, effort, time etc.) should be equitable. This means emphasis should be given to the equity theory of motivation as it will assist in establishing effective relationship between factors of motivation and employees’ motivation, as well as the attitude of employees to perform up to expectation.

Attention to the expectancy theory and the equity theory of motivation will help to focus on the expectation of employees on rewards and its effects on efforts, commitment, professionalism, time etc. This will lead to development of more appropriate reward system that can gear up efforts of the employees towards enhanced performance.
As shown by the results from this study, there is no doubt that bureaucracy is one of the key features in the Nigerian public sector. Findings from this study have shown its negative effects on employees’ motivation as well as employees’ performance in terms of internal process, innovation slow down and red tapeism.

Therefore, it is recommended that there should be reduction of bureaucratic processes to getting things done, the Nigerian public sector procedures inherited from the colonial masters should be reviewed and updated to meet the 21st century development-oriented approach, and investment should be made on technologies that will enhance innovation, improve internal processes and procedures.

The study recommends a review of the historical foundation of the establishment of the Nigerian public sector that will consider the characteristics of the diverse Nigerian culture. The review should consider the contributions of the employees from the heterogeneous culture to reform and establish procedures, policies, rules and regulations for a new public sector that will drive development, employee commitment, positive citizenship behaviour towards enhanced performance and importantly employee motivation.

The above highlighted recommendations support that the application of employees’ motivation to enhance employees’ performance in the Nigerian public sector should be driven by the appropriate motivation factors and some clear parameters to measure employees’ performance.
8.5 CONTRIBUTION TO KNOWLEDGE

The contemporary theories of motivation explained the meaning of motivation in clearer terms, and the outcome of this study alongside other related studies emphasised that none of the theories can be considered superior to the other on the grounds that they all serve as different approach to similar goal (Robbins and Coulter, 2017).

However, the outcome of the analysis of the proposed conceptual framework that guided this study as revealed in figure 4.1, establish the dominance of organisational culture, its control and how it determines the reactions of employees gender (demographic), length of employment and grade level (job variables), incentives (financial and non-financial), and leadership style when considering their relationship and impact on employees’ motivation in a public sector organisation. The understanding of the dimensions of organisational culture and how it encapsulates other factors considered in the proposed conceptual framework led to the development of a revised model below that is considered applicable in public sector organisations.

This above explanation implies therefore that a significant motivation strategy depends on the development of a robust organisational culture where satisfactory and equal incentives (financial and non-financial) is considered key to the motivation of employee, and rewards, promotion, pay progression and leadership role is based on employee performance and not years of employment, and also dependent on an environment where contemporary leadership style is considered appropriate for motivation of employee.

The conceptual framework for this study as displayed in figure 4.1 depicts organisational culture alongside leadership style, financial and non-financial incentives, demographics and
job variables (intervening factors) as the predictors of employees’ motivation. The literature from this research and similar studies have argued the role of these factors in the motivation of employees. However, the role of organisational culture in the development and establishment of financial and non-financial incentives, leadership styles and job variables in a bureaucratic environment like the Nigerian public sector is lacking as it is less considered in studies.

Early models of organisational culture similar to this study is Odor (2018), the model focused on feedback and rewards. The model emphasised Vroom expectant theory where employee appreciate feedbacks and rewards as a motivation to repeat certain productive behaviour. Four model cited in Nguyen and Watanabe (2017) is centred on power as a factor that drives the rules and regulations of the organisation, role that drives employee responsibilities towards task completion (this mostly determines the role of managers or superior officers), task which focused on the right mix of team with regards to skills, professionalism and leadership, and person which is concerned with employee that actually discharge the work as expected by the organisation. Also, Ojo (2014) put forward that it is centred on a direct system that involves employee behaviour, employee status etc. and an indirect system that is concerned with the mission and vision, rules and regulations, code of conduct, and norms of the organisation.

Based on the foundation of the models highlighted above, recent studies such as Yusof et al. (2016) considered the impact of organisational culture on employee motivation by reviewing bureaucratic nature of organisational culture with regards to completion of task, line of responsibility (Yusof et al. 2016), and decision-making process (Zamahani and Rezaei, 2014). The study also considered the supportive nature of organisational culture with
regards to a work environment that is friendly (Yusof et al. 2016), and good relationship between managers and subordinates (Bigliardi et al. 2012).

However, these studies and models as much as detailed as they seem did not in any way address the significance and critical role of organisational culture in the development, apportionment and application of financial and non-financial incentives, leadership style, and job status toward employee motivation as realised from the findings of this study. However, the finding from this research shows the significance of organisational culture to financial and non-financial incentives, leadership style, as well as job variables. The mission and vision, rules and regulations, code of conduct, and norms of the Nigerian public sector clearly expressed the expectations of every employee with regards to incentives, leadership hierarchy and job variables.

The empirical investigation into similar studies demonstrated the relationships of incentives (financial and non-financial), leadership styles, job variables, demographics and organisational culture to employee motivation. Most of these studies show the significance of employee motivation in improving employee behaviours towards required performance. However, as displayed in the proposed model above, this study demonstrated that the impact of incentives (financial and non-financial), leadership styles and job variables is dependent on the broadness and flexibility of the organisational culture to accommodate them.

This implies organisational culture dictates incentives (financial and non-financial) accrued to employees, as well as the leadership styles applicable to organisation management. In the same direction organisational culture’s effect on incentives (financial and non-financial), leadership styles, job variables and demographics, controls employees’ attitude to perform
up to expectation and it is also dependent on employees’ motivation. This research therefore gives a premise for organisational culture as a key determinant for organisations motivational programmes. Irrespective of the motivation theory engaged by organisations, the norms, values and beliefs of organisations still controls the factors of motivation as well as the practices.

This investigation also contributes significant thoughts and statistical data and evidences that can be substantial to students, organisations, professionals and researchers in understanding the impacts and connections that exist between incentives (financial and non-financial), leadership styles, demographics and job variables (intervening factors), organisational culture and employee motivation. Also, how employees’ attitude to perform work requirement is dependent on the provisioning of the right motivational factors that can motivate employees’ behaviour for effective, efficient and professional commitment and contribution towards improving their performance.

This study contributes to knowledge further by establishing that both intrinsic and extrinsic factors of motivation is significant for employee motivation. The results from this study contribute to knowledge by establishing that both intrinsic and extrinsic motivation factors are significant to employees’ motivation, as well as to improving employees’ attitude towards an improved performance.

Conclusively, this research has been able to establish the relationships between the variables considered in this study as shown in the conceptual framework that guided this study (figure 4.1). The exploration of these variables led to the discovery of the dominance of organisational culture over other variables that impacts employee motivation and how employee motivation dictates the attitude of employees towards enhanced performance.
8.6 LIMITATION, FUTURE RESEARCH CONTRIBUTION

While reliability of the discoveries with past studies reinforces trust in the outcomes, certain constraints should be tackled by this research. This research is carried out in the particular cultural perspective of Nigeria, and the discoveries of this research must be inferred to context having comparable cultural qualities like the Nigerian heterogeneous culture or to underdeveloped countries. Future research can be helpful in recognising the effect of the motivational factors considered in this research in another cultural context.

In addition, this research investigated employee motivation in the public sector of Nigeria, and along these lines the outcomes are to be carefully considered when employed in the private sector, any profit-making organisation. Henceforth, future research can investigate the effect of the factors considered in this study on employee motivation in another non-profit making sector of Nigeria.

Additional constraints of this research include the sample size, sampling method and qualitative research method which was limited to semi-structure interview. To gain deeper understanding on this topic, future research could consider a larger sample size representing for instance 30% to 50% of the Nigerian public sector population and also consider the use of more of the qualitative research techniques which include structured interview and observation.

This research has opened fresh dimension for further study especially in the area of organisational culture how it encapsulates and determines the reactions of other factors of motivation. Also, demographics and job variables impact on employee motivation. The research may be helpful for public sector administrators in the development of organisational culture strategies for employee motivation and employee performance.
REFERENCES


Arnold, A. (2013). The Best Employee Incentives; Demand Media, Houston Chronicles, Texas.


Bernstein, E. S. and Xin Li, S, (2016). Seeing where you Stand: From Performance Feedback to Performance Transparency. Available at: https://www.gsb.stanford.edu/.../ob_04_...


APPENDIX

Appendix A – Research Questionnaire

Dear Respondent,

Thank you for choosing to participate in this survey.

The researcher is a PhD research student at Cardiff Metropolitan University, United Kingdom, and the research is conducted to find out the best ways to improve employee satisfaction in the Nigerian public sector with focus on employee motivation and its impact on employee performance.

This questionnaire has been tested and confirmed to take between 15 – 20mins of your time to complete.

Your feedback will be treated in the strictest confidence and your answers will never be revealed to your director, supervisor or anyone else. It will be used for academic purposes only.

Once completed kindly seal in the envelope provided and hand over to the researcher directly.

Please mark (X) in the appropriate box

Name of your ministry: ........................................................................................................

Your job title: .......................................................................................................................... 

<table>
<thead>
<tr>
<th></th>
<th>Gender:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A01</td>
<td>Male</td>
<td>□</td>
<td>Female</td>
</tr>
<tr>
<td>A02</td>
<td>Age:</td>
<td>18 – 28</td>
<td>29 – 39</td>
</tr>
<tr>
<td></td>
<td>40 – 50</td>
<td>□</td>
<td>51 – 60</td>
</tr>
<tr>
<td>A03</td>
<td>Length of Employment in this ministry:</td>
<td>0 – 6</td>
<td>□</td>
</tr>
<tr>
<td></td>
<td>13 – 18</td>
<td>□</td>
<td>19 &amp; above</td>
</tr>
<tr>
<td>A04</td>
<td>Grade Level:</td>
<td>GL. 01 – GL. 06</td>
<td>□</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GL. 14</td>
<td>GL. 15 – GL. 17</td>
</tr>
</tbody>
</table>
Please circle the most appropriate answer that represents your opinion from the options below.

<table>
<thead>
<tr>
<th>S/N</th>
<th>QUESTION</th>
<th>SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>First of all, some questions about your ministry</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>B05</td>
<td>I enjoy working for my ministry</td>
<td>1</td>
</tr>
<tr>
<td>B06</td>
<td>The work I do is interesting</td>
<td>1</td>
</tr>
<tr>
<td>B07</td>
<td>My job is satisfying</td>
<td>1</td>
</tr>
<tr>
<td>B08</td>
<td>What I do is governed by formal procedures</td>
<td>1</td>
</tr>
<tr>
<td>B09</td>
<td>My Ministry is grounded on formal rules for smooth running</td>
<td>1</td>
</tr>
<tr>
<td>B10</td>
<td>Emphasis is placed on creating new job challenges</td>
<td>1</td>
</tr>
<tr>
<td>B11</td>
<td>Human resources development is a core value</td>
<td>1</td>
</tr>
<tr>
<td>B12</td>
<td>Emphasis is on staff commitment</td>
<td>1</td>
</tr>
<tr>
<td>B13</td>
<td>My concerns are important to my Ministry</td>
<td>1</td>
</tr>
<tr>
<td>B14</td>
<td>Promotion procedure considers my performance</td>
<td>1</td>
</tr>
<tr>
<td>B15</td>
<td>The environment here is results oriented</td>
<td>1</td>
</tr>
<tr>
<td>B16</td>
<td>Efficient service delivery means success to my ministry</td>
<td>1</td>
</tr>
<tr>
<td>B17</td>
<td>As a confirmed staff, I feel secured in my employment</td>
<td>1</td>
</tr>
<tr>
<td>B18</td>
<td>Clear competencies are values required of me</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>The next set of question is about your incentives.</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>C19</td>
<td>I enjoy pay progression</td>
<td>1</td>
</tr>
<tr>
<td>C20</td>
<td>I am rewarded financially for my good performance</td>
<td>1</td>
</tr>
<tr>
<td>C21</td>
<td>My current salary package is satisfactory</td>
<td>1</td>
</tr>
<tr>
<td>C22</td>
<td>My medical benefits are satisfactory</td>
<td>1</td>
</tr>
<tr>
<td>C23</td>
<td>My remuneration package is fair compared to other sector</td>
<td>1</td>
</tr>
<tr>
<td>C24</td>
<td>My retirement benefits are very satisfactory</td>
<td>1</td>
</tr>
<tr>
<td>C25</td>
<td>My leave allowance is satisfactory</td>
<td>1</td>
</tr>
<tr>
<td>C26</td>
<td>My professional effort is always recognised</td>
<td>1</td>
</tr>
<tr>
<td>C27</td>
<td>Good performance is always rewarded with promotion</td>
<td>1</td>
</tr>
<tr>
<td>C28</td>
<td>Contribution to success is rewarded with paid training</td>
<td>1</td>
</tr>
<tr>
<td>C29</td>
<td>Prizes or gift cards are rewards for good performance</td>
<td>1</td>
</tr>
</tbody>
</table>
The questions in this section are about how you feel about your supervisor, senior officers and director’s style of leadership

<table>
<thead>
<tr>
<th>Question</th>
<th>Description</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>D30</td>
<td>My performance expectations are clearly communicated to me by my superior</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>D31</td>
<td>My superior always allow me to participate in decision making</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>D32</td>
<td>My advice is sought by my superior when things go wrong</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>D33</td>
<td>My superior allows me to take ownership of any project I am involved</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>D34</td>
<td>Tasks are often delegated to me by my superior</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>D35</td>
<td>I am closely monitored by my superior to ensure I am performing correctly</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>D36</td>
<td>My superior often threaten me with punishment to carry out my tasks</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>D37</td>
<td>My concerns are always listened to by my superior</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>D38</td>
<td>I am applauded by my superior officer when I perform a good job</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>D39</td>
<td>My superior always consider my suggestions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

This set of questions contained leadership styles grouped under five approaches to leadership to know your superiors’ specific leadership style

D40 How would you describe your manager’s leadership style?

**Traits:**
- Charismatic (possess personal leadership inspiration and qualities)

**Behavioural:**
- Autocratic (do not consider employee participation and involvement)
- Laissez-Faire (provides little or no direction but gives employee freedom)
- Democratic (allows employee participation and sharing of responsibilities)
- Participative (encourages employee involvement and contribution)

**Contingency:**
- Situational (no pre-plan, arrangements are made based on situation)

**Transactional:**
- Bureaucratic (propels employee through rewards and intimidation)

**Transformational** (stimulates and enhances employee improvement)
The set of questions is to know whether there are any aspect of your employment or the way you are treated which you feel affects your performance

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Yes – very negatively</th>
<th>No – not in any way</th>
<th>Yes – very positively</th>
</tr>
</thead>
<tbody>
<tr>
<td>E41</td>
<td>Pay</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E42</td>
<td>Leave allowance</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E43</td>
<td>Medical allowance</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E44</td>
<td>Pension benefit</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E45</td>
<td>Non-financial incentives like promotion, training etc.</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E46</td>
<td>Public sector culture</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E47</td>
<td>Public sector bureaucratic structure on promotion</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E48</td>
<td>Public sector policies on staff responsibilities</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E49</td>
<td>Public sector core competencies on job delivery</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E50</td>
<td>Public sector strategy on employee satisfaction</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E51</td>
<td>My work environment</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E52</td>
<td>My training and development plan and progress</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E53</td>
<td>The way I am treated by the management team</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E54</td>
<td>Relationship with my direct supervisor</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E55</td>
<td>Relationship with other departmental senior staffs</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E56</td>
<td>Relationship with directors</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E57</td>
<td>My team lead and directors’ leadership style</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

The questions in this final section are about how motivated you are on your job and as a public sector employee

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>F58</td>
<td>I feel competent and happy doing my job</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>F59</td>
<td>I feel empowered doing my job</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>F60</td>
<td>I am happy to spend extra time in carrying out my job</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>F61</td>
<td>The employee-review system contributes to my job effectiveness</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>F62</td>
<td>The job procedures, policies, and processes allows me to make decision and plan how I do my job</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>F63</td>
<td>My work environment has a personal meaning for my commitment</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>F64</td>
<td>My management team care about my training and development plan and progress</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>F65</td>
<td>My promotion procedure is fair and progressive</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

Thank you very much for your participation, contribution, time and help.
Appendix B – Pilot study Questionnaire

PUBLIC SECTOR EMPLOYEE MOTIVATION SURVEY

Dear participant,

Thank you for choosing to participate in this survey to find out the best ways to improve the job satisfaction of staffs in the Nigerian public sector.

The researcher is a student of Cardiff Metropolitan University, United Kingdom. This survey is conducted as part of my Doctorate degree (PhD) research with focus on public sector management and staff relations. I kindly request you spare some of your valuable time to complete this questionnaire.

Your feedback will be treated in the strictest confidence and your answers will never be revealed to your director, supervisor or anyone else. It will be used for academic purposes only.

Once completed kindly hand it over in a sealed envelope to the Personnel and

If you have any further query, please do not hesitate to contact me via the email address above.

Name of your Ministry/Parastatal:

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### SECTION TWO: What is important to you in your job?

Kindly select the option which most closely indicate what are the most important factors for you in your job (please select only one box for each factor). 

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**SECTION THREE: How satisfied are you on your job?**

Kindly select the option which most closely indicate your satisfaction on your job (please select only one box for each factor). **Please check (X) the appropriate box**

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SECTION FOUR: Your feelings about how your ministry works. Please check (X) the appropriate box

1. My ministry rules and regulations on employee recruitment and selection process are too bureaucratic in nature.
   - Strongly Agree □
   - Agree □
   - Disagree □
   - Strongly Disagree □

2. Promotion procedure should consider employee performance more.
   - Strongly Agree □
   - Agree □
   - Disagree □
   - Strongly Disagree □

3. The discipline process here is too strict and aggressive
   - Strongly Agree □
   - Agree □
   - Disagree □
   - Strongly Disagree □

4. The remuneration system in this Ministry/Parastatal is unfair
   - Strongly Agree □
   - Agree □
   - Disagree □
   - Strongly Disagree □

5. My Ministry/Parastatal should emphasise on the development of human resources, teamwork, employee commitment, openness, high trust and concern for staff.
   - Strongly Agree □
   - Agree □
   - Disagree □
   - Strongly Disagree □

6. My Ministry/Parastatal should emphasise on acquiring new resources and creating new challenges.
   - Strongly Agree □
   - Agree □
   - Disagree □
   - Strongly Disagree □

7. My Ministry/Parastatal is grounded on formal rules and policies for maintaining a smooth-running organisation.
   - Strongly Agree □
   - Agree □
   - Disagree □
   - Strongly Disagree □

8. My Ministry/Parastatal is a very controlled and structured place where formal procedures generally govern what staffs do.
   - Strongly Agree □
   - Agree □
   - Disagree □
   - Strongly Disagree □

9. I am applauded and encouraged by my superior officer when I perform a 'good job'.
   - Strongly Agree □
   - Agree □
   - Disagree □
   - Strongly Disagree □

10. The leadership style in my Ministry/Parastatal is generally considered to show a no-nonsense, aggressive and results-oriented focus.
    - Strongly Agree □
    - Agree □
    - Disagree □
    - Strongly Disagree □

11. My Departmental Head /Superior communicate my job performance expectations with me clearly.
    - Strongly Agree □
    - Agree □
    - Disagree □
    - Strongly Disagree □
12. My superior takes time to listen to my concerns and support any reasonable suggestions.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
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<th>Disagree</th>
<th>Strongly Disagree</th>
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13. My superior assists me with planning the essential training to help perform my duties efficiently.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
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<th>Disagree</th>
<th>Strongly Disagree</th>
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14. Based on my last two (2) Performance Reviews, in my professional judgment I would say my superior was objective and fair in my ratings?

<table>
<thead>
<tr>
<th>Strongly Agree</th>
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<th>Strongly Disagree</th>
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15. What changes, if any, do you feel need to made in your department/Ministry/Parastatal to improve job satisfaction?

   

16. What changes, if any, do you feel need to be made in the public sector to improve working conditions?

   

Thank you for your time.
### Appendix C – Pilot Study Result

#### Paired Samples Statistics

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Figure 6.1

Gender

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Figure 6.2

Age (in years)

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Figure 6.5

Motivation Factors (Financial)

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<td>Financial rewards</td>
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<td>Medical benefits</td>
<td>12</td>
<td>13</td>
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<td>Incentives for higher performance</td>
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<td>19</td>
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<td>Regular salary and wages progression</td>
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Figure 6.6

Motivation factors (Job itself)

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<td>My job security</td>
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<tr>
<td>Have a challenging and interesting work</td>
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<td>15</td>
<td>3</td>
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<td>Have autonomy to design my approach to work</td>
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<td>Promotion opportunity</td>
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Motivation Factors (Work environment)

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<td>10</td>
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<td>Good relation with my superiors</td>
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Figure 6.7

Motivation Factors (Leadership)

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<td>Meaningful feedback from my superiors</td>
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Figure 6.8
Respondents satisfaction level (Financial factors)

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<td>Financial rewards</td>
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<td>Medical benefits</td>
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<td>Incentives for higher performance</td>
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Figure 6.9

Respondents satisfaction level (Job variables)

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<tr>
<td>Have a challenging and interesting work</td>
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<tr>
<td>Have autonomy to design my approach to work</td>
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<td>Promotion opportunity</td>
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Figure 6.10
Figure 6.11 Pilot study respondents satisfaction level (leadership)
Figure 6.13a Pilot study respondents organisational culture

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Figure 6.13b

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Figure 6.14 Pilot study respondents leadership